

APRIL, 1957

Manage

"THE NMA: FOR BETTER MANAGEMENT"

COMPLETE IN THIS ISSUE---THE COMPREHENSIVE STORY OF THE NATIONAL MANAGEMENT ASSOCIATION, AND ITS MEMBERS, IN ACTION WITHIN U.S. INDUSTRY.... HOW SUPERVISION HAS BECOME SYNONYMOUS WITH MANAGEMENT... HOW, BY EXAMPLE, THE FOREMEN, AND HIGHER MANAGEMENT, ARE REVOLUTIONIZING LABOR-MANAGEMENT RELATIONS. PAGE 33.

- **THE SUPERVISOR: CARTHAGE**
- **HOW TO DELEGATE AUTHORITY**
- **ARE YOUR MEALS A GAMBLE?**
- **HOW TO WIN FRIENDS... IN PRISON**

3 dollars / year

Men give me credit for genius.
All the genius I have lies just
in this: When I have a subject
in hand, I study it profoundly.
Day and night it is before me.
I explore it in all its bearings.
My mind becomes pervaded
with it. Then the effort which
I make the people are pleased
to call the fruit of genius. It is
the fruit of labor and thought.

—Alexander Hamilton

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MANAGE



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IN THIS ISSUE

APRIL, 1957

Vol. 9, No. 7

"How to Delegate Authority," by John J. Corson, the lead article for the month, shows how good management—and good

morale in the factory—springs from the trusting policy of passing work on to those best qualified to do it . . . A simple test for the management man, to inform him about his own company's relations with the public, is presented in "Business Notebook" . . . "Washington Report" tells of new bills in Congress which may profoundly affect the status of the supervisor . . . "How to Win Friends—In Prison" reports on a human relations course taught to convicts . . . "Mealtime Gamble," shows you how important it is to keep your weight down—and thus extend your life span . . . and last but not least to the supervisor: "The NMA: For Better Management" begins on page 33 . . .

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CIRCULATION THIS ISSUE: OVER 76,000, DOMESTIC AND FOREIGN.



EDITORIAL

Memo

....FROM THE EDITOR

Let's Be Realistic:

Co-existence between labor and management no longer is an idealistic dream.

It is an absolute and immediate necessity, if our economy is to remain intact and our United States is to remain in the lead for world power.

And for many years to come, regardless of what we may think of military might, the U. S. is going to have to be the strongest nation.

Otherwise, we cannot expect to have our ideologies respected—and untrampled.

The responsibility for leading the way into a bright new era of productive, peaceful co-existence belongs to management.

And no segment of management has the influence that supervision has.

It is a major supervisory responsibility to show employees by example how to function more co-operatively as members of a production team.

Industrial teamwork requires management's delicate application of good leadership principles.

And once again, this responsibility is squarely in the lap of supervision.

Everybody talks about the senseless, needless waste that occurs in industry because employees are not motivated to produce properly.

It is up to supervision—because no one else can—to motivate employees to want to produce more high-quality material.

Truly, the future of America depends on men learning how to work together as teammates.

If management men work together as teammates, this will inspire teamwork in others.

Everybody in industry—from executives to hourly workers—shares the same opportunities for advancement and security.

The security of everybody depends on the company making a profit to buy tools, materials, and providing for expansion to stay competitive.

Industrial harmony is so simple on paper, so complicated by man-made situations.

But America has come a long, long way in two decades of diligent work toward unity in industry.

And unity in management always is the first step.

So the future is bright.

And management through good leadership can keep it that way.

Supervision is management's most vital link with the future.

Dean Sims



Washington Report

. . . . for supervisors

by Stewart French

The status of supervisors under the federal collective bargaining law is the subject of proposed legislation pending before both Houses of the Congress.

The measures introduced so far fall into three categories:

ONE—Outright repeal of the Taft-Hartley Law in its entirety and reinstatement of the old Wagner Act, with amendments.

TWO—Repeal only of those sections of Taft-Hartley defining and exempting supervisors from its coverage.

THREE—Restricting the supervisors exempted to those in plants having 10 or fewer foremen, or to those exercising authority over other foremen.

Examples of the first are H. R. 1000, sponsored by Rep. Roy Wier, Minnesota Farmer-Labor Democrat, and H. R. 4374, by Rep. Earl Chudoff, Democrat of Pennsylvania. Under the Wagner Act, which these bills would reinstate, supervisors and foremen were not mentioned and their status varied in different cases and different jurisdictions.

In the second category are bills such as S. 857, sponsored by Sens. McNamara, Clark and Murray, and H. R. 3863, by Rep. Edmund Radwan, Republican from Buffalo, New York. These measures would strike out the definition of "supervisor" from Section 2

and delete section 14 (a) of the Taft-Hartley Act. Section 14 (a) is the section by which employers are not required to consider supervisors as employees for collective bargaining purposes. It provides:

Sec. 14 (a) Nothing herein shall prohibit any individual employed as a supervisor from becoming or remaining a member of a labor organization, but no employer subject to this Act shall be compelled to deem individuals defined therein as supervisors as employees for the purpose of any law, either national or local, relating to collective bargaining.

Thus, supervisors would be removed from Taft-Hartley and their status would in effect be the same as it was under the Wagner Act.

The third type of legislation is the bill introduced by Rep. John Pillion, Upstate New York Republican. He would add the following sentence to the definition of supervisor set forth in paragraph II of section 2 of Taft-Hartley:

"Such term includes any individual who exercises authority over one or more foremen, or who is employed as a foreman (or in a capacity the regular duties of which are comparable to those of a foreman) in a plant or industrial operation having ten or less individuals so employed; but does not include any individual who is employed as a foreman (or in a capacity the regular duties of which are comparable to those of a foreman) in a plant or industrial operation having more than 10 individuals so employed."

Perhaps it'd be helpful to have the definition in front of you. Here's what the law now says a supervisor is:

The term "supervisor" means any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to

direct them, or to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgement. (Para. (II), Sec. 2, Taft-Hartley Act.)

MINIMUM WAGE EXTENSION FIRST

Immediate action on any of the bills discussed above is not considered likely. For one thing, the Labor committees in both House and Senate have the "aid-for-education" bills before them and public interest is great.

But more important, Big Labor is driving for extension of minimum wage coverage to food industries, including farm hands and retail establishments. In addition, powerful Sen. Paul Douglas, Illinois Democrat, is pushing a bipartisan (backed by both Democrats and Republicans) bill to require that all employee welfare and pension plans be registered with the Securities and Exchange Commission (SEC), with full disclosure of operational costs; administration, fees paid, and the like. It is probable that this measure, or a compromise version of it, also will be acted on before Congress gets around to considering any change in the status of supervisors.

As of this writing, however, the Wage and Hour extension bills appear "hot." The issue promises to touch off one of the bitter legislative fights of the year, splitting both Democratic and Republican battle lines, although both Party platforms had planks calling for extension and both parties made it a part of their active campaign promises.

The AFL-CIO is vigorously backing bills in both the House (Congressman Kelly's H. R. 4575) and in the Senate (Sen. McNamara's S. 1273) which would extend the minimum wage of \$1.00 an hour and over-time protection (beyond 40 hours, in general) to employees of large stores, theaters, hotels, gas.

stations, laundries, and "other retail and service establishments;" and a host of other industries presently exempted from the Fair Labor Standards Act of 1938 because the work performed by the employee is not directly in interstate commerce.

The major bills would change the criterion of coverage from an employee basis to an employer basis. At present, a worker who is himself engaged in work that is not in the "stream of commerce" is exempted, even though his employer's business is primarily interstate. The AFL-CIO bills would make all employees covered if the employer is in interstate commerce.

BOOST TO UNION ORGANIZING

It is estimated that nearly 10 million additional workers would be covered under the union backed bill (four million in retailing and servicing, one and one-half million commercial farm workers, and so on). It would be the first major extension since enactment of the Fair Labor Standards Act in 1938.

The interesting thing is that comparatively few union members would be affected. Those already organized are now protected, for the most part, by union contracts that provide benefits as good or better than those the law would give. However, the union figures its backing would be an effective public relations gesture on which to base a strong new membership drive.

"Look what we've already done for you," union organizers can say.

Employers, particularly in the retail field where the agitation is strongest, are fighting back. Rapping on lawmakers' doors in opposition is the American Retail Federation whose 700,000 shopkeeper members range from big city department stores to small Main Street merchants.

The retailers' spokesmen are stressing the heavy burden of record-keeping required to meet the overtime provisions of the law and the probable

price-boosting impact of extended coverage. Declares one retailer representative:

"Nothing could be more inflationary. Labor is one of the biggest costs. Force us to raise wages, and we must raise prices to recoup."

After extension of wage-hour coverage, Big Labor's next big drive will be to make overtime pay requirements apply not just to time exceeding 40 hours a week, but also to time running over an 8-hour day. And then will come a drive to make the overtime apply beyond a 35-hour week. And then -----?

FOREMEN'S ADVICE HELPFUL

The advice of foremen when a new labor contract is under negotiation has proved "extremely helpful for most firms" seeking such advice, a survey by the National Industrial Conference Board finds. The NICB survey covered 213 companies and of those, 205 encourage their foremen to suggest contract changes based on their experience in working under the old agreement.

The suggestions of the foremen are particularly useful in the areas of seniority, wage payments, and discipline. As for the foremen themselves, being asked for advice gives them "the feeling of being on the management team and participating in management decisions."

However, despite the wealth of practical, on-the-job knowledge and experience that foremen could bring to a negotiating table, relatively few firms—only about 30 per cent of those surveyed—have foremen attend bargaining sessions. Those that do are convinced there is considerable value in the policy. The advantages cited include: (1) increasing the foremen's status; (2) better communication among foremen; (3) better understanding of all that's involved in the bargaining sessions; (4) reduction in "distorted statements" by union spokesmen at the bargaining sessions; (5) helping executive development.

The conference board finds some concern among executives in the companies surveyed that providing

foremen with "special" information could bring a union reaction. It says that "executives report finding themselves in a 'no man's land,' caught between their desire to let foremen know what is going on and the possibility that if the union objects, negotiations will become more strained and bargaining more difficult."

Reasons for union objections to management communication on bargaining developments are summed up by NICB as follows:

"Where union officials object, they often do so because they believe that until all negotiations are settled, a certain amount of secrecy should surround the bargaining, and information relating to specific details should not be divulged. And with this, many in management agree. Another common union objection is that supervisors sometimes let information 'leak out' to union members that the union team does not wish known, or before the union negotiators have had a chance to advise their members directly."

Because of possible union objections, NICB says many companies are particularly careful about the type of information given to supervisors.

The NICB is a high-level research and fact-finding organization established in 1916 and supported by both management and labor.

Once John Barrymore ordered a hat at a store and asked the clerk to charge it to "Barrymore."

"Which Barrymore?" the clerk asked him.

John looked at him coldly. "Ethel," he replied.

An overbearing Congressman once told Horace Greeley: "I am a self-made man."

Greeley replied: "Then, sir, that relieves the Almighty of the responsibility."

It doesn't matter whose payroll you're on, you're still working for yourself.

how to delegate AUTHORITY

By John J. Corson
Partner, McKinsey & Co.
Management Consultants

MANY businessmen are rediscovering an old way to get more work done—delegate.

They are recognizing that the higher a man gets up the executive ladder, the more he is judged by his success in directing other people. So, in more and more companies, big and little, managers are searching for ways to make delegation, long an ideal, into today's practical reality.

Delegation isn't easy. The idea of handing over to someone else a job you know you can do perfectly well yourself goes against the grain for many of us. In addition the steps toward decentralization can be puzzling.

Basically these steps are of two sorts:

- Management must cultivate the four elements that make up the art of delegation.
- Management must then take the five steps needed to make decentralization work.

Once management has decentralized, the advantages of delegating authority to foremen, branch and plant managers, division chiefs and others will be plain enough.

Decentralization reduces costs. It saves review after review, cuts paper work and saves time in getting things done.

Robert T. Stevens, former Secretary of the Army, once set out to find ways of decentralizing authority, exercised by him and his key civilian aides, to lower echelons. The assistant secretaries were working long hours to keep up with a steady flow of paper that demanded their personal attention, and usually their signatures. If that flow of forms, reports, and recommendations could be reduced, the assistant secretaries would be freed to think about their jobs. If the forms, reports, and recommendations could be approved at lower levels, let us say by a colonel in the Ordnance Corps, the time and effort of three or four intervening echelons could be saved and, in some instances, the report itself could be disposed of.

Decentralization would thus free

executives to do executive work. The assistant secretaries, and other executives, are hired to think, to make important decisions, to plan ahead for the enterprise, and to provide leadership. To clutter up their desks and their minds with matters that could be handled by others is wasteful.

But, all too often, executives permit their desks and minds to be cluttered up. Take, for example, the case of a southern bank president. He had been president for 32 years and, for all these years, as the bank had quadrupled in size, he followed the same routine every morning. He personally sorted and opened every piece of mail received and distributed it among his associates.

He might have delegated to the office boy authority to open and to distribute the mail. He might then have spent an additional half hour or more in analyzing the bank's new business opportunities, in studying

his major customers' operations, in applying his three decades of experience in counseling with his vice presidents on their problems, and in seeking out the top executive of the new business—and potential new customer—who had just moved to town.

Unhappily, this president's practice is not unusual. Many a bank president regularly has his Board of Directors approve a list of all loans from \$100 up at its weekly or bi-weekly meeting. The Board often has little basis for decision and the requirement that it approve is usually a nonproductive use of its time as well as his own.

Decentralization often results in having a better decision made, more expeditiously, by the man who has the facts.

A recent example is the executive committee of an oil company. Sitting in New York, the committee reserved the right to approve each

**Good Management
calls for proper
use of the
management
talents of
others, no matter
how small . . .**



capital expenditure of \$2,000 or more. For instance, it passed on the opening of every proposed service station in Central and South America.

The company's country manager had located good corners in San Juan, Bogota, and Rio. He wanted to make a deal with the local owners, often in competition with other oil companies. He had the facts as to prospective business to be done, the investment needed, and the prospects of a profitable pay-off. But he could not act. He could only develop the forms and send along his recommendation. The recommendation wended its way through a paper mill in New York until finally the executive committee made a decision which the country manager was better qualified to make, and make promptly.

Decentralization also gets the best out of people. There was a small dry goods store with annual sales of about \$500,000, where for years the owner's son urged his father to establish a new department to sell infants' wear. Finally the father agreed reluctantly to let him start the baby shop. He stipulated that the son must take full responsibility for all aspects of it and see that it netted a profit on the investment of about \$35,000.

This delegation of authority, grudging as it was, unleashed the son's initiative and determination to make the shop succeed. He did. Today, the baby shop produces one third of the store's total sales, and a handsome return on investment.

Moreover, the father-proprietor's responsibilities have been reduced by at least one-third.

The same point can be illustrated in reverse. In a southern department store, the buyers must clear most decisions with an executive vice president who runs the business with a tight hand. When they go north to buy, they are given explicit budgets and instructions as to what to buy. When the merchandise arrives they must be guided by the boss's plans for display and advertising. Such imagination and initiative as they once had has atrophied.

As enterprises grow—either in business or government—there is an increasingly desperate need to retain and profit from the initiative, ingenuity, imagination and personal enterprise of the bright young people these enterprises hire by the hundreds. Make them live by the book, require them to do only what they are told to do, and they become helpless as baby robins. Delegate authority to them, test them with real responsibility, put them on their own and they will make mistakes, but simultaneously they will develop initiative, exercise their imaginations and grow.

Most businessmen would agree with this recitation of the advantages of decentralization. But many businessmen still find it difficult to delegate. Why?

One reason is that "If you want a thing done well, do it yourself" is a

deeply rooted belief for many men. They rose to their present positions by excelling in one way or another. Their very success has given rise to habits of doing and a mistaken notion that the successful executive is the genius who has a thousand balls in the air at the same time, who calls the shots and who keeps tabs on everything.

If decentralization is to succeed, this attitude must change.

Lucius Clay, chairman of the board, Continental Can Co., has written of delegation as an art; and an art is something more than a set of rules for stating policies, defining jobs and establishing controls. This art requires of the successful executive more than the application of tested methods. To build a truly decentralized organization that succeeds in getting initiative, imagination, self-discipline and loyalty out of his people, the executive must demonstrate four important personal attributes:

ONE—He must be receptive to other people's ideas; he must have a minimum of the NIH factor (Not Invented Here!) in his makeup. He must be able not only to welcome the ideas of others but to plant his own ideas in the minds of others and to compliment them on their ingenuity.

TWO—He must be sufficiently placid to see others make mistakes and to charge the cost as an eminently worthwhile investment in the de-

velopment of his most valuable resource—people.

THREE—He must be willing to forego the luxury of blowing his top, of berating his assistant. To delegate authority requires that the boss limit his criticism of the individual who tries but fails; to criticize is to discourage the individual's willingness to try again, to make use of the authority delegated to him.

FOUR—He must be able, if he knows much about the detail of the business, as he probably does, to exercise great powers of self-restraint. He must be content with exercising broad controls over results and refrain from telling the sales manager how to sell or the comptroller how to keep accounts, no matter how expert he may have been in either field.

Mastering the art of delegation, like the mastery of any art, requires patient and earnest effort. The mastery is worth this effort because this mastery is a prime requisite to success as an executive today—essential to his personal success as well as to his company's. As Ralph Cordiner of General Electric has said: "The work of the manager requires conscious selection of the tasks reserved to himself. Then it requires deliberate delegation of everything else to others in the organization within the framework of his well-designed organization pattern, no matter what wrench this may require from his working habits. Only thus can he surely organize

himself to reverse the destructive trend of early mortality for business executives and to meet the true challenge of professional management with which he must cope."

Once the businessman has mastered the art of delegation, he is ready to take the five steps necessary to make decentralization work. They take effort but they aren't difficult.

The specific things that need to be done, if the businessman wants to anchor authority (and responsibility for action) low in his organization are:

ONE—Policies must be stated clearly and explicitly. Take, for example, the problem confronting the president of a company that had absorbed five smaller companies over a two or three-year period. The parent company had taken over much of the work formerly done by the managements of the five companies.

Operations had slowed down; the organization was admittedly top-heavy. The president wanted to make each of the five companies operate on its own, as he said, under central leadership.

Specifically he wanted each to do its own purchasing. This meant that the corporate purchasing director had to spell out the policies that would guide five divisional purchasing managers scattered from Philadelphia to St. Louis.

These policies stated, in general terms, how vendors were to be selected, what inventories should be

maintained, who was authorized to buy, what credit terms were to be sought, what reciprocity was to be given customers, and when the purchasing man might accept a gift or entertainment from a vendor.

Given these policies, each divisional purchasing agent could go about his job with assurance that he knew the rules of the game. Moreover, each could be held fully accountable.

TWO—Jobs must be defined. Every executive and superior to whom authority is delegated deserves a clear statement of the principal responsibilities that attach to his position. Then he can go ahead, and then he can be held accountable.

An extreme example of the need for precise job definitions was posed by the chief engineers of a fleet of ships. They were left uncertain of what authority they had to initiate repairs and maintenance they deemed necessary. In doubt, they undertook only the critical jobs while at sea and left all else for the shore crews.

The result was poorly maintained ships and higher costs. When the ships got to dry dock, costly repairs, caused by neglect, were necessary. The solution was simple. The engineer's authority to carry on his job while at sea was clearly defined. The delegation that had not worked because it was never clearly stated was made to work by the simple step of definition.

THREE—Goals must be set. Every one likes to know how he is doing

That basic human need can be supplied and the controls that are required when authority is delegated can be provided if specific goals are set for every task that is delegated.

The salesman's quota is a long-time illustration of the value of goals. The salesman is much on his own; he has been delegated authority to sell in a territory, and no one can tell him what to do as he goes from customer to customer. The quota provides him not only with a goal. It provides a persistent discipline that tells him how well he is doing and gives the boss an automatic control.

Plant managers, whose responsibility it is to put out a specific quantity of product at low costs, can be judged in terms of standard costs and engineered measures of quality.

A few weeks ago a group of plant managers of the Owens Corning Fiberglas Corp. were discussing the individual profit and loss statements they had just received for the previous month. The self-disciplining effect of these statements which indicated what they had produced and at what profit or loss, in relation to predetermined standard costs, was obvious. They knew how they were doing, they knew that controls existed, and they didn't have to be told where improvements were needed. They have clear authority to move in.

It is more difficult, however, to evaluate the performance of a research director, for example, whose objectives cannot be stated so speci-

fically. Even here, projects can be defined, budgeted and scheduled, and progress can be measured against these budgets and schedules, though more judgment will have to be used in making the evaluation than with the manufacturing or the sales executive.

FOUR—*Ideas must be communicated.* A central idea underlying decentralization is that those people who have the front-line experience—the salesmen, the production foremen, the project engineers, the cost analysts—have knowledge and ideas that must be tapped when decisions are made.

On the other hand, the delegation of authority to lower echelons must not be permitted to discourage communications between the supervisors and their superiors, or laterally among division chiefs.

A national airline, which had delegated to local managers much authority for handling customer relations, encountered all three communication ills. The local managers took seriously the instruction that they were on their own. They felt that headquarters neither knew nor cared what they were doing. They felt that constructive criticisms and suggestions would fall on deaf ears. They hesitated to ask questions fearing that this would reflect on their ability to discharge their newly delegated authority. They hesitated to consult with and inform other division chiefs, taking all too literally

the advice that each was to run his own show.

Stagnation crept over the organization. Top executives had less knowledge on which to base decisions. Local managers became cautious, lacking the reassuring opportunity to consult with the boss when they were not sure as to what to do. Co-ordination was obviously lacking. All that was needed was free and easy communication to make decentralization work.

A program to encourage communication upward was initiated. Rewards were offered for worth-while suggestions. A conference program was initiated to bring local managers together to exchange experiences in doing the job and in management, and great emphasis was placed on the importance of circulating ideas upward, and laterally as well.

FIVE—Controls must be established. A top executive can delegate authority to do a task, but cannot rid himself of the responsibility for getting the task done. Hence, he must have means of knowing what is done, of knowing when to step in and take action. You can't have delegation without control.

The practices in a midwestern company illustrate this. There the work of every division is planned each fall for one year, three years and five years in advance. These plans spell out what tasks are delegated to each division and to sub-units within each division.

The plans are based on sales forecasts for each product, but they include production plans for each factory and each major machine, financial budgets, programs for the research laboratories, scheduled projects for the engineers, a capital budget scheduling new construction and the replacement of equipment, a month-by-month forecast of cash required, and an estimate of profits to be produced.

These plans are discussed with the foremen and supervisors in each plant, in each laboratory, in each division, and in each branch sales office. For the delegate these plans provide concrete definite goals for each month in the year. But simultaneously they provide for the foreman, the supervisor, and the president, as well, clearly stated controls. Each regularly knows when any unit is falling behind or running ahead.

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SOVIET PIECE RATE HEADACHE

The Russian piece rate system which gave premium payments to workers who established record breaking work norms, created many a headache for Soviet factory managers. A handbook on wages in the engineering industry, covering only six branches, had no less than 1,000 pages. Simpler handbooks are now being prepared.—*Reprinted from CHALLENGE Magazine.*



Harbaugh

"Why don't you BUY a watch?"

How to Win Friends ... In Prison

by John V. Colt

AS UNLIKELY as it may seem, there are 35 convicts in the Kansas State prison at Lansing with records ranging from purse snatching to murder who are earnestly trying to win friends and influence people.

It is a rare experience to attend a Saturday night session inside the prison walls. There you may watch an old professional and a boy barely out of his teens describe incidents in their lives—some very similar to things that happen to you. This is the purgative that makes them brothers, the starting point of the course on human relations.

Many of the tales, which come haltingly, have a humorous twist. All have a quality which could not have been found in the exercise yard of the same institution. The marked difference in these stories is that each concerns a vivid view of a crime against society.

The gloom of the nearly 100-year-

old prison walls surrounding these men daily explodes into loud clapping, cheering and back slapping in the grey-walled classroom near the center of the stone-enclosed structure.

When the instructor, James Post, a former Kansas City, Kansas, policeman, and Vic Stromsted, a Dale Carnegie course official, enter the room guided by a somber-faced guard, everybody tries to shake hands with them at once—except of course the guard. Then the prisoners, about 50 strong, explode into a song of their own composition. The men seem to have one big happy time.

The somber-faced guard, who counts everybody in the room before and near the close of the class, eyes the occupants of the small room through the five hours of the session with a stony face. One of the prisoners has said that the class has been a true success if they get the guard to laugh for at least one of their stories. He seldom relaxes that much.

A man in his 50's stands before the class holding a small bottle of

Author John V. Colt is an editorial staff writer for the KANSAS CITY STAR.

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refined oil. It illustrates an object lesson to the class.

"To make this product, the crude oil in the first stage must have all the undesirable ingredients removed," he said. "Then it goes through the various other processes to make sure it will be uniform and is able to hold the quality necessary for its special classification. I guess I never had the 'undesirable ingredients' removed from my system until they had overpowered me and here I am, trying to get the job done after my life is more than half over."

On the other side is the fellow who had told his classmates that when he was a boy he used to carry news-

papers to earn spending money. He said he had other things on his mind each night as he threw the papers helter-skelter in the yards, not paying much attention to whether it was for the customer's convenience or not.

"I had other things to do, like play ball or go skating," he said.

One night when he was collecting, one customer, who had been complaining about the service, led the boy to the edge of the porch. He reached into a sack he was holding and then, as if he were sowing grass, scattered the youth's pay—150 pennies—in every direction in the front yard.

"I spent two hours picking up those pennies," he said, and he broke into laughter with his fellows. The story-teller is serving time for embezzlement.

This Saturday night story-telling is only part of the course on winning friends and influencing people the men are taking, or, as one prisoner put it: "Winning 12 people and influencing judges."

The men are taking the Dale Carnegie course taught to thousands each year, but usually outside prison walls. The men volunteer for the course and are screened by prison

... the story of a prison training course

where everyone laughs but the guard;

and even the warden attends . . .

officials. It lasts 15 weeks, five hours each Saturday night.

This is the fifth course at the state prison; nine classes have been taught since 1952 at the federal prison in neighboring Leavenworth; five at the Disciplinary Barracks, and a second course is being conducted at the State Industrial Farm for Women. Instruction is given each Saturday night at the institutions by trained Carnegie people whose only recompense is the feeling they are helping men make a better start.

And the courses seem to have some effect, so say the prison graduates. They proudly claim that out of the 175 men who have taken the course only three have returned to an institution in this country. These three, they say, are confirmed alcoholics.

The enthusiasm generated by these graduates, nine of whom help in teaching the other inmates, is sometimes overpowering when it comes to talking about what they have gotten out of the sessions.

A convict, 33 years old, who has spent most of his life since he was nine years old in penal institutions over the country, said:

"It makes ya feel like you're da boy your mudder wanted yah to be."

The self-confidence given him in the weekly periods since he came to Lansing, he says, has completely cleared up a mental condition that doctors labeled as psychosomatic.

Now he teaches the new students and says he has all the confidence in

the world that he will never see the inside of a prison again after his release.

"And at first I thought: 'Boy, what a bunch of con men,'" a prisoner laughingly said of his teachers.

Arthur Hoffman, a seasoned penologist who is warden at the prison housing 1,500 men, frequently drops in on the Saturday night sessions. He even participated one night when the men were relating experiences of the primrose path.

"Of course we always have the ones who will never get a drop of knowledge or sense out of this kind of instruction," the warden said. "But this is on a volunteer basis and the men who can better themselves by it have my whole-hearted cooperation."

Each Saturday night the prisoners in the class are given an assignment for the coming week. These usually consist of a 90-second talk on experiences, a job they have at the prison or some product they are interested in. No one has yet to explain a good plan for escape from the walls, an instructor noted.

After the men give these talks, designed by the Carnegie people to promote self-confidence, the instructors take over and go through another phase of the course to be taken up in the next class.

During the week the men have plenty of time to get their little talks together, because most have

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not won the status of trusty and are confined to cells most of the day and night.

One, a fishing and hunting enthusiast, figured a way to pass the time with his favorite outside hobby. He demonstrated for the gathering.

His equipment consisted of a pencil, two paper clips, paper and some string. He attached the string to a pencil, bent the clip in the form of a hook, stood a paper fish on end on the cell floor. The other paper clip was attached as a mouth and then he tried to hook the "fish."

"The boys and I time ourselves and I am the paper fishing champion of the whole cell block," he said with pride.

A few of the occupations—legal ones, that is—that the men worked at before their sojourn to Lansing were donut maker, truck driver, librarian, barber, jeweler, auto salesman, newspaper editor, television announcer, carpenter, baseball player, auto painter, pipe maker and laundry proprietor.

These pursuits, and those learned in prison, are reflected in speeches. One man, serving time for robbery, showed a plaid-lined prison cap. Another held up a small bottle of dark fluid he said was gravy, and told how he made 75 gallons of it every night in the prison kitchen. A short-story writer, in for embezzlement, gave the finer points

of how to prepare a manuscript for publishers.

A rotund former newspaper editor who ran afoul the law when he put his writing abilities to work on checks, displayed a certificate he had received from the Ford Foundation. He edited a publication on the west coast at one time, he said, and the certificate was awarded him for his work in obtaining funds for Radio Free Europe.

A slightly graying inmate reminisced about an experience during his last stay outside the walls. He said he had spent what little money prison officials had given him and couldn't get a job, so decided to go back to his old trade—strong-arming.

He said he hid in a dark alley holding in his hands his weapon, a gas pipe wrapped in newspaper.

"I didn't want to hurt the guy too bad," he recalls.

Soon, he recounts, he heard footsteps. He raised the weapon over his head and when his intended victim appeared, he swung. Just then the pipe fell out of the wrapping, and the empty paper slapped across the head of the unsuspecting man.

"I looked at him, he looked at me, and we both ran like hell in opposite directions."

One convict, asked why he was always smiling when he woke up every morning, said each day was

like a brand new world. He is serving a life sentence for murder.

The gathering has its serious notes also.

A prisoner told of the time he was a small boy in a family of seven and on Christmas eve a person left two bushel baskets of groceries on the front porch of their Vermont farm home. He said his father never was able to detect the donor.

In later years, the convict said, his employers gave him a turkey for Christmas. Remembering his childhood, he said he took the turkey, added a ten-dollar bill and gave it to the parish priest, with the instruction to give it to some needy family.

"That's when I learned there is much more joy in giving than receiving," he concluded. This man, in his 60's, was sentenced to prison for bad checks.

Then a little man, not over five feet in height, told of a childhood experience that has stayed with him in his nearly 50 years of life.

His life as a child was not what you would call an easy one. He said his father often beat his mother and on one of these "occasions" he retaliated. He said he climbed up on a chair and grabbed his father around the neck and bit him on the side of the face.

"I held on and the next thing I remember was waking up on the floor," he recalls.

After his father died a number of years later, and the family was kneeling before the casket at the church, he noticed the scar left by his teeth on the side of his father's face.

"Even though I have committed many wrongs during my life," he said, "it taught me never to inflict a scar on anyone that could not be erased by kindness."

These and many other stories are recited by the convicts each week in their attempt to win friends and influence people. They are speaking of life at its most elemental, some with tenderness, others with gruffness and humor. But they are trying truthfully, or so it seems.

The instructors and prison officials alike believe that many of the criminals had taken the course that is the one of least resistance. This course is to stiffen their fiber.

To give a man self-confidence, so he won't be afraid of other people, to show him he has ability and can promote it for a better life is the aim.

Or, as one prison-hardened convict said: "It makes ya feel like you're da boy your mudder wanted yah to be."

The tongue being in a wet place, is likely to slip when going fast.

April

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MEALTIME GAMBLE

by betty a. dietz



THE doctor put aside his stethoscope, and shook his head, and sat down to wait while Big Jim Johnson pulled on his shirt again.

"Just can't figure it out, Doc," Johnson said. "Most of the time I feel pretty good. Appetite's fine. Sure get plenty of fine food—you can see that," he chuckled as he proudly slapped the paunch under his T-shirt. "That's one thing. If I can't eat what I want, well—what's the use? It was Mary's idea anyway, my coming to see you.

"She fussed around because I've been so tired lately—out of breath when I do anything."

The doctor leaned back in his swivel chair.

"Tell me, Jim. Do you read much? Now, wait a minute—," he protested as Johnson started to answer. "You read the papers, don't you? Ever read the obituaries, see how many men your age are dying? Those insurance company ads that ask if you've checked your weight lately? Ever

noticed how many magazines have had articles on the dangers of obesity? Why do you think insurance rates are high when you're overweight?"

The physician threw up his hand like a traffic cop when Johnson started to bluster.

"The trouble with you," the doctor went on, "is you're just too fat. The ridiculous thing is that you know it. You read about it every day of your life but you obviously don't pay any attention to what you read.

"You know as well as I do that you're gambling with your own life when you stay as heavy as you are. Now get out of here," he said bitterly. "I'm putting you on a diet. And you'll follow it or else. If you'd used any discretion—eaten sensibly instead of loading up every time you got near a table, you wouldn't be in this fix today."

Johnson, like countless other business men leading fairly sedentary

lives, drifted into "this fix" without being aware of it. He is one of many millions of Americans who carry around excess pounds, thereby risking their own future.

A definite relationship between overweight and the incidence of high blood pressure and certain kinds of heart ailments has been established by medical authorities.

Extra pounds burden both heart and blood vessels. Thus, when a man who should weigh 170 pounds actually hits the scale at 195, he is literally packing a load of 25 extra pounds everywhere he goes. But if his wife asked him to carry a 25-pound bag of sugar from the corner grocery, he'd howl in anguish.

"It isn't good for anybody to carry around that much weight," he would protest, hopping into the family jalopy.

If you are 10 per cent above or below the desirable weight for your body frame, you are overweight or underweight, declares the American Heart Association in its manual, "Food for Your Heart."

In either case, you need competent medical advice from your physician.

If, however, your overweight can be measured in less than 10 per cent, a little exercise of the right sort is in order. Just walk away from the table when you've had all you need. Try cutting down on high-calorie foods and weigh yourself at regular intervals—once a week or oftener, if it makes you feel better.

Biggest problem of the man whose waistline has grown out of bounds is the business luncheon or after-hours get-together. All too often today's executives trudge back to the office or plant after packing in a cut of beef smothered in gravy, (to keep it hot), creamed peas, mashed potatoes with more gravy, a couple of hard rolls, a chunk of head lettuce (covered with thick dressing), apple pie and cheese and coffee with rich cream. (No wonder important decisions have to be postponed till morning!)

All right, so the hotel food department has trouble keeping 100 or more meals hot while they travel from the kitchens in the basement to the dining room on the ninth floor. And you can't just sit there waiting without eating something—so you break into the rolls and the salad. If however, you and your colleagues—who also moved into the "stout" sizes in the past few years—demand the kind of foods that will fit your diet, the caterers will be obliged to comply. After all, it is your life, remember?

A word to your favorite waiter would also bring results in the form of beef without gravy, peas without the sauce, cheese without the pie. You should be able to talk yourself out of the rolls and the salad dressing. Settle for a little cottage cheese instead.

To control your weight and bring it back to normal, avoid the "faddist"

diets. Instead, keep in mind the food requirements for a healthy, active body:

ONE—Proteins: You must have them to carry on growth and replacement of body tissues.

TWO—Fats: They provide you with reserve fuel and act as carriers for fat-soluble vitamins.

THREE—Carbohydrates: You need both sugar and starch for growth and quick energy.

FOUR—Vitamins: Your body's chemical reactions function properly when vitamin intake is sufficient.

FIVE—Minerals: You need them for the intricate reactions involving proteins, sugars and vitamins which provide the specialized compounds the body manufactures and uses.

In everyday terms, these requirements are translated as follows:

§ One or two servings of meat, poultry, fish, eggs, legumes.

§ Two or more glasses of milk or servings of cheese, ice cream or dishes containing milk.

§ Two or more servings of potatoes and other root vegetables.

§ One or more servings of green and yellow vegetables.

§ One or more servings of oranges, tomatoes, grapefruit, raw cabbage or salad greens.

§ Enriched or whole-grain bread or cereals.

§ Sugar, sirups or foods containing them.

§ Butter or fortified margarine.

No single food should be branded as fattening, the American Heart Association points out. Both bread and potatoes, for instance, have their place in the balanced diet. It is the unlimited amount of spreads and sauces that pile up the calories.

Sound diet plans provide three conventional meals and a bedtime snack, the association explains. But for some it may be simpler and more pleasant to trim food intake down to three small meals and three small snacks. The man whose job involves considerable socializing may find this the answer to his problem. Thus he can say, truthfully, to an offer of food, "Sorry, just had lunch a short while ago" or "Had coffee only 15 minutes ago."

The program of smaller meals and as many snacks may be more satisfactory for other reasons. Blood sugars are known to fluctuate in some overweight patients. When the blood sugars are low, for instance, these unhappy dieters may become extremely hungry and even more discouraged over the prospects of further cutting down. A bit of fruit or a small piece of candy may restore the blood sugar to a higher level and do wonders for the morale at the same time. But always remember that the snack must come out of the daily food allowance.

To avoid boredom on a weight-

control diet, learn to keep an open mind about food. Investigate foods you've never tried before. Even a small serving of an interesting new dish can sometimes be more palatable than an old-fashioned harvest hand's helping of some food you've had every Tuesday the past 45 years.

If you're like Jim Johnson, however, these words of warning may have no effect. But don't say no one told you when the family doctor orders you to take off 30 pounds if you want to cash in on that gilt-edged annuity you bought a few years ago.



"Boss, the safety people are here to present the awards."

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FOOD

HOW TO HANDLE GRIEVANCES IN A NON-UNION PLANT

by Ivan C. Miller



THE RESOUNDING "Whang-G-G" of Milt Sorenson's winning ringier signaled the end of the horseshoe tournament. And now the Guff & Grippers, gathered in Flagley's Woods for their Fall Outing & Barbecue, were wandering back to the picnic table for chow.

At this moment, Luke Markham showed up and introduced his guest, J. J. Talmerage.

"I know," said Luke, "that shop talk wasn't to be on the schedule at this outing. But Mr. Talmerage, here, was telling me about a special problem of his while we were driving out. And I'd sure like to see you boys take a pitch at it while we're layin' in the food."

"Speaking of pitches," barked Batt Bulwark, works manager at Mull & Mull, "I'm in a fighting mood after that last ringer of Milt's. So I say let's take on Mr. Talmerage's problem." Then turning to the newcomer

he grunted, "Always comforting to know someone else has problems, too!"

"Here it is, then," Luke explained as they all sat down. "J. J. owns and runs his own business—a small plant with less than 100 employees and non-union. That right, J. J.?"

J. J. Talmerage, tall, slender, and well along in years, nodded agreement. Then Luke continued: "J. J. tells me his plant hasn't got a real setup for handling grievances—no truly organized communications. So he seldom hears of specific employee complaints."

Luke paused for a savoring sniff as the cook served the barbecue, then went on: "But J. J. knows questions do naturally arise—and when they're not settled satisfactorily, production can lag and quality suffer. And I'll comment here that most of us G & G's have had our share of hassles with workers, but nevertheless know

This story is an "Ole Sage Episode," a creation of Ivan C. Miller, associate editor of FOOD ENGINEERING Magazine; it is one of a series published in the magazine.

that unions do act fast in spotting dissension."

Talmerage now cut in. "I'd like to go on record that I'm not anti-union. It's this way: If my people felt they'd be better off with a union, I'd not oppose them. Anyhow, I just feel certain that their not preferring a union means they consider that they're treated fairly."

He hesitated a moment, in obvious embarrassment. "Well," he finally said, "I'll give it to you straight: For many years our relationship's been a family-type affair. So until I'm through—and that won't be so very long now—I'd like to avoid dealing with outsiders."

"Has something happened at your place recently?" queried Ole Sage. "I mean, has there been some particular incident to alarm you?"

"No, no," replied Talmerage. "It's just that I'm more and more aware of how our old-timers are slowly dropping away and being replaced by younger people. Then, too, we're expanding, though very slowly. And meanwhile, conditions generally are changing—and not so slowly. It all makes me realize I'm no longer in touch with everyone in our organization—in fact, almost no one anymore."

Ole reflected as he stirred his coffee. "When touchy personnel situations arise in a plant, but don't 'get through' to management and so just go on rankling, then it's a good bet that morale will take a dive and out-

put suffer. Of course, grievance reporting in union plants is usually very fast. The question here is how to get equally rapid communications for all needs, including grievances, in a non-union operation. And then how to properly handle, and dispose of, difficulties."

"I suppose," mused Batt, "that first you gotta work out a way to catch the gossip, gripes, and rumors—that is, keep an ear to the ground. But beyond that, isn't it all the same? With or without a union?"

"I disagree," interjected Milt Sorenson. "When employees are union-represented, the contract almost invariably has a step-by-step grievance procedure, with usually some type of third-party arbitration in event of a deadlock. But in a non-union establishment, management is always the arbitrator."

"And that," solemnly pronounced Personnel Manager Tom Watson, "is the crux of the problem. In a non-union plant, management is law maker, police, prosecuting attorney, and judge."

"Then management in a non-union place is always on a tight rope," chuckled Batt.

"Not necessarily," retorted Ole, "it all depends on management's planning and its sincerity. However I agree that management in such a plant makes the laws—or, what is often the case, fails to make them."

"In the latter event, most everyone in the shop who has a say makes

his own laws and enforces them in his own way, and the result is chaos. But law or no law, the management must police and prosecute and judge."

Talmerage seemed perplexed. "You mean I'm worse off than I feared?" he queried.

"Not at all," Ole assured him, "Let's start here at the real beginning—which is even before the rule-making stage. In short, management's *attitude* comes first. Always, management should *want* to be fair—especially in a non-union shop—and *try* to be fair even to a lean-over-backward extent."

Here, Tom broke in: "Whatever the program and procedure, management must convince employees of its sincerity, otherwise all is wasted."

"That hits the nail smack on the head," declared Luke. "But how do you go about building—and holding—that confidence once you have it?"

"On that score," said Ole, "let's consider the four responsible steps that management of a non-union shop should undertake: First, in every organization, and non-union ones particularly, management should establish a policy that is fair to personnel and equitable in grievance handling. And it should be thoroughly explained to all employees as well as to all levels of management. Furthermore, the policy should be periodically recommunicated, preferably in writing."

"There's no doubt," commented

Milt, "that company policy should establish grievance procedure, the same as a union contract does."

"Swell for management," burst out Batt, "but what about the poor, aggrieved worker with no union to fight his battles? If he bucks management, he may be fired—at best, he's 'in dutch'."

All eyed Batt in astonishment, with Milt exclaiming: "First time I ever knew you to be on labor's side."

"Don't worry, I'm not," chided Batt. "It's just that I like to argue, especially when I spot a soft place in someone's armor."

"That brings us to policing—the second responsibility of management," announced Ole.

"That's the foreman's job," cried Batt.

"But not limited to foremen," came back Ole. "In fact, policing is the job of every member of management. And in industrial relations, just as in civil affairs, the police officer has the dual responsibility of enforcing regulations and guarding and protecting. Serving as policeman, the foreman, or anyone else in management, must do it. It's the foreman, however, to whom the aggrieved should come for satisfaction."

"Yeah, give it a religious twist, Ole," belittled Batt. "A foreman must be defender of the right and foe of all evil."

"Funny," laughed Tom. "Batt is usually right just when he doesn't want to be."

Arising from his seat, Batt eased his back against the nearest tree. Then he disdainfully snapped: "How muddled can you get? Just to take an example, suppose a foreman docks a worker, lays him off, or fires him. So then the worker's aggrieved, and he says to the foreman: 'Boss, you ain't treatin' me fair—and I want you to defend me!'"

"Batt," cut in Milt, "you've brought us to the third step—the trial. Now we have to figure out who prosecutes and who defends. When we've covered that, the muddle should disappear. And here's my suggestion: Why not let the workers pick representatives to handle their grievances, just as union stewards are picked?

"To be selected like that, in an unorganized place, is to be condemned," Batt chided. "Heaven protect the poor guy!"

"Actually," defended Tom, "the idea has proved out in several plants, with company policy fully protecting the representative." Then he grinned. "There was just one trouble. Whenever a rep did a really good job, management wanted to make him a foreman."

"When there's an employee-management safety committee functioning," contributed Milt, "that group can usually handle grievances to the satisfaction of all."

"Yes, and I'm intrigued by recent experiments with labor-management committees," said Tom. "When prop-

erly set up, they seem to handle many problems okay. So it seems to me that some such group, reporting to the president, could do the trick."

"You planning on giving away all of management's rights?" cracked Batt.

"The right to manage," put in Ole, "needn't be sacrificed here. For in the end, isn't management the arbitrator and judge?"

"Well, I just don't trust committees," mumbled Batt. "Mostly, they get you crossed up."

"That shouldn't happen unless management seriously errs," Ole emphasized. "Because it should be established beyond question, with workers and management alike, that nothing in the procedures should in any way usurp management's rights or curb line management."

"And there's something," said Milt, "I'd particularly like to plug for: Whatever the program, the full dope on it should be included in the training given supervisors."

"Right you are, Milt," agreed Ole. "And it still seems to me that the foreman should be the first one to hear the complaints of his people. Yes, even when it's something relative to his own decisions or actions."

At this, Batt whistled sarcastically. But it was obvious that Tom and Milt were in agreement with Ole.

"What a tribute it is to a foreman" Ole concluded, "when his non-union employees feel secure in appealing him for justice and understanding."

the

NMA

... for BETTER MANAGEMENT



FOR YEARS THE NATIONAL MANAGEMENT ASSOCIATION AND ITS MEMBER CLUBS HAVE WORKED TO IMPROVE THE POSITION IN INDUSTRY OF THE FIRST LEVEL OF MANAGEMENT, THE FOREMEN AND SUPERVISORS. THE GOAL HAS ALWAYS BEEN TO DEVELOP MANAGEMENT---AT ALL LEVELS---TOWARD THE STATUS OF A PROFESSION. BUT THERE IS MORE TO THE NMA AND ITS CLUB ACTIVITIES THAN THAT, BECAUSE HUMAN ENDEAVOR, LIKE THE HUMAN PERSONALITY, HAS ALWAYS HAD A MULTITUDE OF FACETS. HERE, THEN, IS THE INTERESTING, HIGHLY DIVERSIFIED STORY OF THE NMA AND ITS MEMBER CLUBS.

NMA

for better management

by Brainerd Platt

YESTERDAY'S so-called "Bull of the Woods" of the factory, the foreman, is fast becoming industry's most vital manager. Thanks are due mainly to a unique organization that pours every income nickel back into membership services, although it helps its affiliated companies save millions of dollars a year.

Many people still believe the foreman is an ill-tempered critter who would kick his old mother in the shins if she goofed on her assembly line job. And when you consider that there are 600,000 foremen in American industry, supervising 25,000,000 workers, your own shins may begin to throb—unless you know the inspiring story of the National Management Association.

The employees of a Columbus, Ohio, company did not feel very kindly toward foremen a few years ago, and evidently, through the years, the foremen had given them ample reason. One day, however, the foremen showed up with framed "little charts" which they carefully tacked on the walls above their desks.

Next, the employees heard about weekly meetings the foremen were attending—to study to become better supervisors.

Amazing changes in attitude took place throughout the factory: foremen began to grin and act human, to listen more understandingly and criticize less; employees responded by working harder and more thoughtfully; production went up and waste went down.

One employee said with amazement and enthusiasm: "I don't even mind asking my foreman to repeat his instructions now. I used to be afraid to look at him crossways for fear he'd bawl me out."

The remarkable little charts put up by the foremen actually were ordinary "Code of Ethics" certificates from the National Management Association. These certify that the possessors have completed instruction

on the practical application of an idealistic set of principles for managers supervising working people. The NMA awards about 1,000 of them a year.

The employees might have been more impressed if they had known that company executives, too, had hung identical certificates over their desks.

The non-profit NMA movement, begun by foremen, for foremen—and for higher management—has been quietly gaining momentum for 31 years. It organizes foremen—usually lonely and frustrated on management's firing line—into management education clubs. Executives also belong. Most NMA clubs still are primarily for, and run by, the foremen themselves.

Close examination of NMA achievements can make even the most cynical nod his head and emphatically agree with those who have preached since 1925 that the foreman is modern industry's key man.

To a considerable degree, the NMA is proving how wonderfully accurate was U. S. Supreme Court Justice William O. Douglas' reference to foremen as "the arms and legs of management."

Take, for example, the case of a guided-missile manufacturer and the largest employer in a Western town. The firm was about to lose its \$200,000,000 government contract because it could not get its costs down to meet competition. The general manager summoned into session his NMA club—foremen to executives—outlined the problem, and asked them for a solution. The supervisors took over the meeting, made recommendations, and organized supervisory committees to follow through. Seven months later, the company contract was safe because operating efficiency was up five per cent and over \$300,000 had been shaved from production costs.

In Shelbyville, Ill., the entire foremen-to-plant-manager NMA club of a farm equipment manufacturing firm did not leave the factory at the usual Friday evening quitting time, but worked on until midnight. Before dawn on Saturday, they were back on the job, manning machinery ordinarily used by hourly workers for making hay-balers, field mowers, field rakes and soil testers. The Oliver Corp. club was turning out playground equipment: teeter-totters, swings, basketball goals, junglegyms. An assistant foreman held a length of pipe while the plant manager sawed it into six-foot lengths. The personnel manager sloshed paint while an accounting supervisor hammered nails. By evening, over 100 children were at play on the sturdy new equipment the town treasury had not had the money to buy for its new recreation park.

In Cincinnati, the foreman-president of the Formica Corp. NMA Management Club announced that, thanks mainly to three club projects—good-

housekeeping, materials-conservation, and scrap-prevention—the corporate profit was up 47 per cent from the preceding year.

Most NMA club case histories read like industrialists' dreams come true: profit out of loss, harmony out of chaos, teamwork out of disunity. Some hardened observers refuse to believe that the achievements came about so simply—just by encouraging better-qualified supervisors to function as bona fide managers on a management team. Others skeptically want to know what the NMA "cut" is. A few cynics doubt if any movement seemingly so do-good and Pollyannish could be practical in this dynamic era.

One of the world's largest aircraft companies making jet fighters and bombers found its supervisory management group un-co-operative and out of sympathy with such things as efficient operation and prevention of waste. In fact, there was a foremen's union movement on "for more dough, better working conditions for foremen." Still, an NMA club was begun by a small group of determined foremen and supervisors.

When the club was six weeks old, one of its officers proposed that a tool-reconditioning department ought to be set up.

"I got to thinking about all those dulled and chipped tools we sold as junk for only a thousand dollars last week," he confessed. "We could have fixed them up ourselves and saved the company a lot of money."

A month later the tool-reconditioning department was in operation. The recommending foreman was its supervisor. At the end of six months it had saved the company a little over \$385,000.

Most promotion of new NMA clubs is done by affiliated clubs gathering points for national awards. They call in the staff to handle the chartering details. Joe Samsel, president of the No. 1 NMA city club for 1956, the Kokomo, Indiana, Foremen's Club, recently telephoned a steel company president in a nearby city.

"We don't need any more social clubs in our plant," said the executive bluntly. "No sense organizing the foremen, either. Let well enough alone, I say."

A week earlier, Samsel knew, one of the executive's foremen had let the roof fall in on an open hearth furnace. The cost of repair was over \$100,000. "Those things are bound to happen," the president had casually told a vice-president.

But the foreman knew differently. He had noticed the roof weakening a week before it actually fell. But he felt no management responsibility. He had even neglected to point it out to his superintendent.

Another foreman in the same company was responsible for checking

steel slabs for scarfing (having the impurities cut out before being rolled into sheets). But he didn't care, either. In one eight-hour shift, he let slip by three eight-ton slabs with obvious patches of impurities in them. The slabs were rolled into sheets, shipped to an automobile manufacturer whose inspectors caught the defects and rejected them at once. The next dozen orders went to a competitor steel company. Company loss: about \$1,000,000.

Samsel had wanted to tell the executive about another steel company which had not lost a furnace roof in four years, had not had scarfing errors cause a reject in eight months. The company's foremen were conscious of their management responsibilities, and their company was a "blue chip" corporation—it made money.

The 73,000-member NMA movement has substituted happier labor relations, more efficient production, and harmonious management teamwork for "bull-of-the-woods" foremanship. It is little wonder that it has become the world's largest management association—and is still growing.

As such, it draws the passive applause of organized labor. Unlike other management organizations, the NMA gets no brickbats from labor leaders. Who could object to a non-profit, easy-going, idealistic outfit that concentrates on better supervision of workers and improved production methods?

The NMA has been averaging about 5,000 new members a year for the past ten years. The last five months of last year, it gained 3,000 new members. Undoubtedly, it could grow faster if it concentrated on promotion instead of catering to the needs of its 370 clubs representing over 1,200 different companies.

The association has wound up more year-ends in the red, or just plain broke, than it has with a surplus of money in the bank. Once the elected officers had to put up money for the staff payroll.

Most NMA income is from the annual dues which most members pay out of their own pockets because they feel the NMA program is worthwhile to them as individual management career men.

The NMA's idealistic, but effective, approach to solving tough industrial problems has made it a colorful and unique movement, even on the American scene—where the unusual in industry is commonplace.

Fifty-six per cent of the association's membership is foremen and supervisors, men just over the labor-management line on the side of management. They understand that their personal job responsibilities include the carrying out of policies created at the executive level.

The chief concern of a foreman is his department's efficient flow of production and the workers responsible for it. It is natural that most of his

headaches would stem from co-ordinating policy with the work activities of people. He also has to worry about manufacturing quality products out of raw materials so that the products can be sold at competitively low prices.

The modern foreman is the chief executive of his department. He has as many decisions to make as the company president, and there is no escape from them. Every employee is a potential problem, and the foreman has to face them all squarely. Watching the foreman carefully from below are the union leaders representing the employees; directing the foreman from the top are several levels of executives.

In the early years of mass production, about the time of World War I, observers of American industry blamed poor executive leadership and rapidly-expanding labor unions for all its many ills—mostly inefficiency and waste.

The heads of companies, used to running small organizations by themselves, had not learned how to delegate authority to subordinates. They were ineffectively performing the bigger, more complex jobs, and had not yet realized a need to share management responsibilities with others.

The foreman, linking management with labor, was being ignored by executives and ridiculed by employees. The former was a cause of the latter, since without clear-cut authority delegated from above, the foreman was powerless—except for his ability to drive employees. Soon the foreman had earned for himself the uncomplimentary, but descriptive, title of "bull-of-the-woods." The average foreman's life was one of frustration at clumsily trying to co-ordinate obscure executive policies with the work efforts of confused, obstinate employees whose attitudes were being reshaped by militant union leaders.

But neither did most foremen know how to effectively supervise workers.

Typical of how many foremen crudely tried to perform their supervisory jobs was an incident occurring in a Dayton factory in 1919. A foreman told a welder to join together two sections of an automobile end-frame so it would support a ninety-pound generator. The worker did the job and motioned the foreman over to inspect it.

"If I couldn't do a better job than that," ridiculed the foreman, "I'd throw the whole works out the window."

The worker picked up the heavy end-frame, lugged it to the window, and threw it out.

"You're fired!" raged the foreman, menacing the man with his fist. Then he added, as he saw the superintendent coming: "For breaking the glass."

Just about everybody in America's rapidly-expanding industrial system—

and even the foremen themselves—considered tough foremen as necessary human evils of mass production. Somebody, it was reasoned, had to be the pusher on the firing line to *make* employees do their jobs. It was further reasoned that management had one objective and the employees, represented by unions, had another. It was the foreman's job to be the buffer between. He had to be scurrilous and mean or he could not survive—and neither could his company.

Until a young factory superintendent named Louis Ruthenburg appeared on the troubled Dayton, Ohio, industrial scene about 1912, nobody had ever done anything about making the foreman's job one of *leading* instead of driving. Ruthenburg surveyed the thinking of executives, foremen and educators about what kind of men foremen really ought to be in order to do the best job. He found that instead of technical know-how and physical stature, foremen actually needed to understand quickly and make themselves understood, with some training in psychology and counseling. They had to know how to organize and keep records—and budgets. They needed integrity to command workers' respect, and they had to have initiative. In short, Ruthenburg learned that foremen needed to be well-qualified leaders ... as much as did executives.

Ruthenburg already knew that most companies were simply appointing foremen from the best in the skilled-worker ranks. "Hey, you," a worker's boss would say to him at quitting time, "Tomorrow you'll be foreman here." With no more warning than that, workmen became supervisors. They received no training. Soon frustrated over their inability to lead people, they found that the harder they drove their men, the worse the situation became. Soon employees were fighting back, most often by subtle sabotage of production and machinery. At best, employees could not be counted on to work harder or "smarter" than just enough to get by.

Now board chairman of Servel, Inc., Ruthenburg recalls that American industry went through its most serious crisis in deciding what to do about the foreman of the early 1920's.

"Actually," he says, "it was the foreman and his mishandling of workers that caused much labor unrest and many strikes."

Ruthenburg first proved his theory correct when, in 1916, a paralyzing strike occurred in Dayton—and only because the workers were fed up with foremen pushing them around.

He is supported by Charles F. (Boss) Kettering, famed inventor and General Motors Corp. research scientist. "If the foreman had not lifted himself up into management by his own bootstraps, nobody else could have

knitted management and labor into a profitably functioning machine," says Kettering.

Ruthenburg's next move was his most difficult—and he suspected it might be impossible. It was to expose groups of foremen to the reasons for their supervisory handicaps, and then wait for them to ask for assistance. So he spread the word around a half-dozen Dayton factories that foremen's problems were mostly of the foremen's making and that foremen ought to buckle down to work on self-development as managers.

Three years were required for the seeds to germinate, but one day a spokesman for a group of foremen at the old Dayton Engineering Laboratories Company (Delco) came to see Ruthenburg, by then a superintendent.

"We were wondering," stammered the foreman, "if you could help us get started in a special kind of night school? You seem to understand what we're up against in the shop."

Ruthenburg raced in to his boss, Kettering, and Boss Ket, tinkering with a gadget, grinned his congratulations. "Well, what are you waiting on, Ruth?", he said to Ruthenburg. "You started all this years ago. They want help—now give it to them."

Ruthenburg dusted off the box of typical factory supervisory problems he had been collecting for three years. He arranged for a night meeting for all interested foremen, from all companies in the area. Thirty-five showed up the first night. The next week there were 50, and 80 the next. The room wouldn't hold any more, but Ruthenburg organized a second class back at Delco. For over a year, he devoted two nights a week to directing seminars for foremen. They freely discussed their work problems and Ruthenburg helped them with solutions. Then they began to help each other.

In 1922 the classes consolidated into the Foreman's Club of Dayton. Other foremen's clubs popped up throughout the area, and over in Kentucky, Indiana, Michigan and West Virginia.

In 1925, all the clubs banded together as "The National Association of Foremen." Last year, the organization changed its name to the NMA.

Since its founding, the NMA has been the foreman's "bootstrap" to which Kettering referred. It still has that primary objective, but realizes that today's foreman is a polished item compared with the brawny "bull" of the 20's and 30's.

In no segment of American industry is communication between supplier and customer more essential than between airplane manufacturers and commercial airline operators. For two decades, application of most com-

munications techniques seemed to leave the job still undone. Now the aircraft manufacturers and airlines lead other industrial fields in NMA clubs.

Trans World Airlines—with four NMA clubs—recently placed an order for 1959 delivery of thirty commercial jet liners (\$150,000,000) with Convair, which has three NMA clubs. The TWA-Kansas City NMA club flew Convair-San Diego division manager B. F. Coggan up for a meeting and speech on "Partners in Speed." He described the new planes in great detail and showed movies of models being tested.

When Coggan left Kansas City the next day, all TWA's management—foremen to president—knew that the TWA maintenance center there had to be re-equipped to service jet engines and planes within the next two years. They also had a good idea how it was to be done—and why.

Said Coggan: "As the jet airplane manufacturer, we cannot know too much about the customer's requirements; neither can the customer know too much about the new equipment which must be used properly to insure maximum use of it."

Not to be outdone, Lockheed Aircraft Corp. (three NMA clubs) Management Club of Burbank, California, invited American Airlines (two NMA clubs) President C. R. Smith out to address its 3,000-member club. American had just ordered, at \$65,000,000, thirty Lockheed prop-jet Electras. Smith told the 3,400-member management staff of the plane-builder exactly what American looked for in the Lockheed Electras, to be delivered next year.

Two months later, Carl B. Squier, Lockheed vice-president and assistant to board chairman, was the principal speaker before the American Airlines NMA club at Tulsa, Oklahoma. He explained in great detail what American could expect from the Electras in performance.

To qualify for an NMA charter, a club must agree that *at least* 75 per cent of its activities will be concerned with the personal development of supervisory management members. Then, a staff member has a private conference with executive management to sound out the attitudes on the club idea. If they seem lukewarm about supporting the club by personal participation when called upon, or if they indicate a desire to run the club, the NMA politely withdraws.

The nearest national director is called in to be the special counselor of the new club, available upon call any time. The area representative meets with the men who would guide the new club its first year. Then the area representative and director go into a huddle to discuss how the new club might be most effective.

The NMA board of directors meets in January, May and October. Every

charter application must be approved by this body. So must every individual who wants to join the NMA but has no club affiliation.

Once a club is chartered, a stream of printed materials to make the club effective begins to flow from the NMA national headquarters in Dayton (a \$50,000 gray stucco former residence of Ohio's ex-Governor James M. Cox) to club officers. The area representative conducts a training program in the plant for the officers. Other staff members line up meeting programs for the club, and yet another starts a stream of news releases on the club's activities to local newspapers. The foremen-mainstays of the club bask in heretofore unknown recognition and attention.

The area representative drops back every few weeks or months, depending on the needs of the club. Following every visit, the club president gets a detailed letter on the club's weak and strong points. The staff officials set a "target date" for the time the weak points are to be remedied—like members of the club's board of directors having too little or too much club work to do; too little emphasis on code of ethics training, or perhaps the bar before the dinner meeting is open too long.

Dr. William Levy, who worked as a steel plant foreman while earning his Ph.D. at Ohio State, directs the NMA's education program and staff of four. In the main they concern themselves with helping clubs set up education programs, perhaps in co-operation with nearby universities.

In addition to weekly or monthly club meetings, last year nearly 22,000 NMA members attended club-sponsored or staff-directed management education programs for a total of 161,000 man-hours of study.

Among NMA clubs, the Kansas City Structural Steel Management club has long made the firm's unions' officers honorary members of the club. They find union officers are impressed by the constructive tempo of the meetings, where raising any Cain about organized labor is taboo. And the Blaw-Knox Foremen's Club in Pittsburgh opened the doors of its year-long public-speaking class to over 30 union members. The union men set better attendance records than did the foremen.

A year ago, the NMA board resolved to honor the retiring editor of a five-state American Federation of Labor newspaper for so fairly telling his readers of the objectives and activities of the association. Some executives were horrified. One even warned his corporation officers that the "NMA has gone wild and is about to join up with the Teamsters' union!"

But the association held its testimonial luncheon and presented the editor with a citation of honor for his "editorial contributions to understanding and harmony between labor and management."

Although the companies of the elected national officers (about 100, including directors) pay officers' expenses to three meetings a year and for considerable traveling, officers accepted the jobs just as enthusiastically when they paid their own way.

It cost Mason M. Roberts, retired General Motors Corp. vice-president, over \$300 a year to serve as NMA zone vice-president when he was a Frigidaire division supervisor 20 years ago.

"I'd do it again any time," says Roberts, who retired from GM last year. "No other organization has done so much for so many men and companies. Like most other educational institutions, though, the NMA has neither asked nor received much credit for the job it has done."

NMA clubs function with such autonomy that NMA staff members tailor their programming recommendations to fit the special circumstances of each club. Five area representatives are responsible for approximately 75 clubs each, starting every club's fiscal year by training the club officers in such basics as parliamentary procedure, how to record meeting minutes, and the best kinds of educational programs for their particular memberships.

A steel corporation's foremen became miffed over the loss of their incentive bonus privilege 18 months ago. A movement began among the foremen to organize for collective bargaining with the company. One foreman, as gruff a conversationalist as a Texas cowboy, but as compassionate as a priest, called on NMA area representative John Brown to talk the foremen into sticking with management via an NMA club. Brown uneasily addressed the organizational meeting of the foremen's group from the pulpit of a Presbyterian church. When he finished, a foreman got up to say: heck, he thought they were meeting to organize a union. Brown left the room while the foremen discussed whether they would be labor or management. They decided in favor of management. Seven months later, the club announced its program for improving the quality of steel production. One foreman, a leader for a foremen's union, was elated over his management club's quality-improvement program: "I'm tired of seeing so much money wasted by carelessness in the plant," he thundered. "If we can make the company show a bigger profit, we make our jobs a lot more secure. Employees understand that too, so they co-operate."

Touring other factories for ideas they can apply to their own jobs is a favorite pastime of NMA club memberships. Fourteen hundred factories were toured by NMA clubs last year. Over 500 Foreman's Club of Dayton members toured nine different plants the same day. One Dayton printing plant foreman rushed back from visiting a plastics firm and moved his stitching machine 50 feet closer to a freight elevator; it saved 109 miles

of walking by his department's employees every day and his department's production zoomed 30 per cent. Said the foreman: "Two-eighty an hour is expensive pay for just walking."

A Syracuse, N. Y., foreman noted an idea that saved his company \$25,000 the first year. A Kokomo company had wrestled with an oven-heating problem for five years, but a foreman brought in a solution from a plant tour that solved the problem—and saved \$27,000 a year.

NMA club officers sometimes find their organizations curious vehicles of powerful influence. They accomplish peculiar achievements in their quest for leadership activities to keep members occupied—and perhaps get the clubs honored with achievement awards at the association's annual meeting.

During one year, NMA field representatives encountered clubs straying away from the usual kinds of projects and with the following programs underway:

ONE—Raising \$5,000 to buy a female gorilla to mate with a male gorilla in a Texas zoo;

TWO—Building 500 wood-duck shelter houses for Tennessee state lakes;

THREE—Providing food and money for hungry Navajo Indians;

FOUR—Raising funds to build a better lion-tiger house in an Ohio zoo;

FIVE—Landscaping an entire municipal airport.

When the town of Alexandria, Indiana, could not afford to hire a firm to make a land-use survey preliminary to rezoning, the Alexandria Foremen's Club divided its membership into teams and did it for nothing.

Strong bonds of fraternity bind NMA clubs together. They respond quickly to emergencies in which people are involved. Not long ago, the child of a Gary, Ind., Inland Steel Company employee was in a Minneapolis, Minn., hospital and needed 15 pints of blood at once. The employee desperately telephoned his plant and asked for advice on getting blood donors in a strange city. The Inland Steel Management Club secretary contacted NMA area representative Vincent J. Linn, busy at the time counseling a Chicago club on a quality control program. He telephoned the presidents of the Twin Cities Aviation, St. Paul Univac, and Northwest Airlines NMA clubs. Within hours, 30 pints of blood had been donated in the name of the child by Minneapolis-St. Paul NMA members.

Dr. Arthur Secord, Brooklyn College professor of speech, has worked with over one hundred NMA clubs on oral communications. He tells this story:

"I knew a company that had no NMA club for a long time. When a foreman wanted something from another department, he would send a man

over to steal it. Now they have an NMA club and the situation is different. A foreman just telephones the foreman of another department and a man brings the item over."

A sturdy-built, forty-three-year-old former Armco Steel Corp. foreman heads up the NMA staff as executive vice-president. Marion N. (Spike) Kershner grew up the son of a circuit-riding Christian church minister. After high school, he made his way through a smattering of evening college training while tooting a tuba in a dance band and traveling with a tomato harvest crew. Elected NMA national president in 1954, he was the board's unanimous choice for executive vice-president four months later.

Kershner sticks with his job night and day. It is not unusual for him to get to worrying about a staff member working several hundred miles away, hop into his car and drive all night to have breakfast with him. Foremen like him because he is down-to-earth and hard working; executives like him because he is sincere, honest and humble.

Norris Roy (Buck) Crump, president of the Canadian Pacific Railway, had dinner with Kershner in St. Louis not long ago and remarked later, "Even if I had never heard of the NMA, I'd say it was a great organization just because Kershner is such a remarkably dedicated leader." Crump went back to Montreal and set wheels in motion for NMA clubs along his vast railroad, steamship, and airline transportation system.

Executive vice-president Kershner makes a strong point that, "Foremen, especially those in the NMA, are about the only people I know who still believe in Horatio Alger-type success stories." He points to a survey made at the NMA annual meeting last September in St. Louis. Four hundred delegates from affiliated NMA clubs checked off, in order of importance to them individually, six factors that would improve their effectiveness as supervisory management people.

Thirty-six per cent of them said they needed more information from their executives about company policy and plans. Twenty-six per cent indicated they would appreciate a better understanding of exactly what their bosses expected of them. And so on. Only three per cent gave first importance to the item of "more pay."

Frequently, Kershner is asked by visitors to his office, "Where does the association go from here?" And usually Kershner reaches into his desk and brings out a letter, most of which he knows by heart. It was written to the association over two years ago by a factory worker in New York who was an officer in his local union.

"Your association's industrial evangelism is the only key America has to a

future," wrote the man. "But you must spread your idealistic philosophy beyond supervision into executive management and labor unions. The future of America is the responsibility of everybody in both labor and management. Your association is in a strong position to get everybody on the same team."

As Kershner folds the letter gently and puts it back into his desk, he drawls, "I think we're on our way. Already our clubs are 'management' groups in function."

"What about labor?"

"Well, you know, some of our clubs have already begun that. We have quite a few honorary members of clubs who are union officials. Some clubs welcome hourly workers into their management development courses."

One NMA member had been a foreman at Granite City Steel Company for 20 years when his club was organized in 1946. He didn't think he was interested in learning anything new or taking on greater job responsibilities, but he did reluctantly participate in club activities: public speaking, safety-improvement, conference leadership, production efficiency improvement. He began to enjoy himself and soon he was elected club president. Then he really popped out of his shell. Soon he was a departmental superintendent and serving as a school board member, Boy Scout leader, Civil Defense officer, church trustee, and PTA treasurer.

With the foreman developing from a pusher to a more competent leader, the NMA tries hard to reflect his pride at becoming an effective member of management. The clubs long have encouraged executives to join and for the past 10 years most NMA club sessions have been all-management meetings. Rarely have executives sought to run the clubs, since they appreciate that the effectiveness of the clubs depends on them remaining the foremen's own.

At a recent meeting of the Kansas City Structural Steel Management Club, company president Howard A. Fitch, Jr., reported that a stationary crane soon would be installed in the shop. A foreman got to his feet and said that he thought a traveling crane-lift would be better. He explained why. The club discussed the question and voted in favor of the foreman's idea. Fitch expressed genuine appreciation for the club's thinking, admitted the foreman's plan might be better, and substituted that plan for his own.

The association changed its name because its membership felt that in 30 years the association's foremen had become management in both name and function. Because they had earned places on management teams the foremen looked upon their new authority and prestige with considerable pride.

The NMA points out that today's foreman has more management know-how than did the average company president in 1925; also that the average foreman's department is larger than was the average company of three decades ago.

What makes the NMA movement go?

The answer is so simple, so basic, that it amazes most industrialists used to complex problems requiring complicated, expensive solutions. "Human decency applied by management to labor-management relations," says Fred Maytag II, president of the Maytag Company, Newton, Ia. "High principles and an idealistic code of ethics for all in management to practice—an industrial golden rule," says John T. Beatty, president of the United Specialties Company, Chicago.

A steel company president recently summed up a lot of executive feeling about the NMA:

"Most organizations in our company only come to see me to tell me what the company can do for them. The NMA club always wants to know what they can do for the company. If I don't have a suggestion, then they use their own initiative."

Gorden R. Parkinson, flight planning superintendent for Trans World Airlines, Kansas City, Missouri, traveled over 200,000 miles as NMA national president in 1955 and 1956. "It is all those things," says Parkinson, an ex-foreman. "It also is a huge fraternity of men working together sincerely to achieve professional status for management. They know the importance of teamwork in managing modern industry. They realize that in today's dynamic industry, men who manage have to keep learning to keep up; NMA clubs make that learning pleasant and convenient."

Besides the NMA being a truly remarkable organization doing a great job for industry, a point all associated with the NMA agree on is this: Not only every club but every member of every club has a special reason for prizing affiliation with the broad movement. Some foremen sum it up simply: "I'm proud of my pin because I know I'm not alone any more."

Tennessee's Governor Frank Clement, who has seen the association do much good for industry in his state, is generous but accurate in his praise: "The NMA is the greatest reservoir of production know-how in the entire world."

The association is many things to many people, yet unlike most organizations which are successful the NMA has kept its humility and its sights clearly on its objectives: supervisory management development and unity within the management organization.

The following is the second in a series of short fiction pieces written to show the supervisor---the management man---in history. The first in the series, on ancient Egypt, indicated that the supervisor's problems are not new, and now . . .

II---The Phoenician

IN THE LOOM-HOUSE of Merbaal the weaver, light poured in through the smoke hole in the roof. The awning had been rolled back. The pleasant winter sun in the high blue Mediterranean sky chased the shadows away, even from the darkest corners.

Young Ishben held a fine web of scarlet woolen to the light. Above the clack and clatter of the looms, the weavers' voices rose, unmelodious but cheerful, singing the old weaving song Ishben had brought down from the hill-country beyond Carthage four years before.

"Ship sail out, ship sail in,
Praise to Baal, help us win—"

The heddle-bars rose and fell, the beaters came down on the webs. Ishben's eyes glowed to see them. Rich wine-red, the true purple of Tyre; a green like young lettuce leaves, laced and sparkling with fine gold wire, pulled thread-thin; sky-blue, emerald, and topaz. On the sixth loom was a new web of wool, bleached to the color of cream, and as fine, almost, as linen. Ishben tucked the scarlet web under his arm and went over to look at the new piece. Then, yielding weakly to desire, he patted the slave on the shoulder, pointed to the web, and gestured. With a white-toothed grin, the slave got up from the bench, and Ishben slid happily onto it. His feet found the treadles. He caught up the shuttle and the beater.

"Now if Merbaal doesn't come in," he thought, "I can get this started." With a nod and a gesture to the slave to fold up the scarlet cloth, Ishben let himself be carried away. He loved to weave. The rhythm was in the very pulsing of his heart. To watch the fine webs grow, to feel the heddle-bars stamp and dance, as his feet beat out the measure for the leaping warps,

was pure pleasure. To plan a new pattern of cloth and watch it slowly grow and take the shape he had dreamed of, gave him the keenest satisfaction.

The slave trotted away with the folded cloth. The eyes of the other slave weavers, dulled with toil, brightened, and grins touched their lips. They had all had similar experiences; Ishben, master of the loom-house could not leave the looms alone when a new piece was set up.

The web was growing under his hands, fine and even, and Ishben was bawling the weaving song happily when a hand struck him smartly on the arm. He looked up into the scandalized eyes of Merbaal, the master weaver. He was saying something, but the racket was too great for the young man to hear anything.

He looked up, feeling abashed. Merbaal's dark eyes lowered at him from under black brows; his slender hand clutched at the silver-threaded curls of his beard. He jerked his head imperiously. Ishben sighed, and laid the shuttle down. He knew what was coming.

Not until the door of the loom-house had closed behind them, and they stood in the neat courtyard of Merbaal's house, with its little orange trees growing in their tubs around the fish-pool, did the master weaver speak.

"Now, then, you've been at it again," Merbaal's voice rasped with outrage. "I've told you and I've told you—when you became the manager of my weaving house, you were to manage, and manage only! The gossip goes all over Carthage, how Ishben my cousin sits at the loom and throws the shuttle like a slave. What good does it do me, and my credit, even when I explain that you are my own kin coming from the country and not knowing city ways? They know you've been with me four years. I won't have it, I tell you!"

"But dear cousin and father," Ishben protested mildly, "you, the best weaver in Carthage, and your cloth worth its weight in gold pieces—you sometimes sit at the loom!"

"Only to set a difficult piece," rebuked Merbaal. "Now Ishben, you listen to me. I know you're a born weaver—I saw that when you came down from the hills four years ago with your family's clip of wool, and I allowed you to take the shuttle. A good weaver is the gift of Baal, I've always said. I have no son. You are my blood kin. My business is growing; you know I have ordered two new looms to be set up, and Horam the captain will be bringing me back two skillful slaves when he returns from his voyage north. We are going to be people of importance, of fame, almost, here in Carthage. Why, I wouldn't doubt but that they've heard of our family back in Tyre, where my grandfather came from long ago."

He was swelling visibly. Ishben nodded meekly, and said, "But even your

grandfather was not a member of the Gemsia, cousin, as you are," he said. "It is a great honor even for our family, to have Merbaal elected to the Great Council of Carthage, helping the magistrates decide on cases and planning the defenses of the city. And everybody knows how well you've earned the honor. Since the one requirement for a seat on the Gemsia is good character, it's easy to see—"

Merbaal grunted, but his knotted brows smoothed out. "Well, of course," he went on, in a milder tone, "that's all very well. And you are a good boy, Ishben—no doubt you'll follow me to the Gemsia one day. I'm not saying you're not a good weaver, and I ought to know. The gifts of our ancestors fill your hands like olives. That's why I haven't protested much at your country ways. You let in all this daylight, that might fade our colors—you start the slaves singing—singing, by Baal!—at their work, so that a man in the loom house is like to go mad with the racket—you never use that fine whip of rhinoceros hide I gave you when I made you master of the loom house. My slaves might as well all be members of your family!"

He stopped, feeling that he might have gone too far. But Ishben only grinned. "Well, dear cousin and father," he replied, "if the daylight should fade the cloth, we'll have to speak sharply to our cousins in Dyers' Lane. Their colors should stand up better than that. And singing the old weaving songs makes the work go faster, don't you think? And I would certainly hate to spoil or cripple a good weaver with the whip. You know you just said yourself that a good weaver is the gift of Baal."

"Oh, it's no use. You're still a country boy," grunted Merbaal. "You even have the same red cheeks you brought here with you from the hill-pastures. I only want you to think of our dignity and our family repute. Just remember that now I'm on the Gemsia, someone important can come walking in any time. At least try to *look* like the master of the loom-house."

Ishben bowed meekly. "I will try, dear cousin," he murmured.

"Good. I am going down to the docks. I expect Horam's ship in at any time. I hope to bring him to my house for dinner. It's a great honor to have him carrying my cargo. No Carthage captain has sailed farther, or is more daring. And mind your country ways, if he should decide to honor the loom-house when he delivers my slaves."

Ishben bowed. He had his own ideas about the breezy, blustering Horam and they did not coincide at all with Merbaal's. He could not put a finger on anything, as he could point out a rough place in a web. But he had wondered, often, if Merbaal were getting the complete story of the profits of Horam's voyages.

He went back to the loom-house. More room was needed now, and more room still would be needed when the new looms were set up. They would have to use the strong room, where Merbaal kept the silk yarn from the East and the fine gold thread. Merbaal would have to keep the valuables in his own house, in the little room where he kept the scales and the strong ironbound oaken box with the weights of gold in it.

"We should have a new four-harness loom," Ishben reflected. "At least, Merbaal had nothing to say about my hill-country ways spoiling the weaving—and I guess I can count that as a praise!

"Someday," Ishben thought, "I will have the judgment of the great orators and thinkers of the Great Council of Carthage, but I will have more, besides. I will have a trade, where some of the great leaders have only the education they learned at the schools of the receivers of great wealth. And I will tie the knowledge of my trade to the knowledge I have acquired in my travels, and to the lessons I have learned from the sea captains. In that way, I will be wiser than the men of theories, because I will be able to apply my knowledge.

Ishben watched the slave re-enter the loom house and take his place at the loom, and he thought, "Already I know more about the workers than Merbaal, although Merbaal is a wise man, in his own way. I know that to get the workers to do the work you must show them how to take pride in their work, and you must show them that you can do the work too, and that you *like* to do it.

"And"—Ishben was formulating what he had instinctively thought before—"when a worker gets out of line, you must correct him before his fault runs too large in the weaving . . . you must correct him carefully, whenever his work methods are bad, no matter what he is doing—whether weaving, or repairing the looms, or mixing the herb dyes. And you must not whip him—you must never whip him, if only for the reason that a whipped slave becomes another enemy in the night, in the countless narrow, winding streets of the market place. And a beaten slave is always thinking through fear when he is on the job, and fear makes many errors.

"Some day," Ishben thought, "I will be given control of the loom house from Merbaal, and then I will examine everything about his business, and I will make it better. I will see if perhaps he is not being cheated by Captain Horam, and I will see if perhaps there is not more water than thin oil in the dyes we get from our cousins in Dyers Lane."

Ishben watched with gratification the skillful moving hands of the weaver, and this prompted him to think, "I will also take better care of the weavers. They are always tired on the job, because after work they must go to the slave

house and the edge of the village square, and that is some distance away. The soldiers take them there through the narrow streets, and their clothes are torn by citizens and beggars.

"I will put them up in the old cattle house, where there is more than enough room for them, and where they can sleep in racked bunks against the wall. Here they will be well fed, and happy, and perhaps once in a while I can go into their quarters and talk to them, and there I can learn more about them, and they about me. Then, we'll have a better loom house, where it will be a joy to work, and where I can practice my skill."

Ishben walked out of the front door of the loom house and summoned a soldier leaning against a clay house at the intersection of the two sun-lit streets not far from Merbaal's door. The soldier was supposed to watch the slaves if both Merbaal and Ishben left the loom house, although there was little danger the slaves might run away in the daytime. However, slaves often fought among themselves and not always over personal differences. Often they fought just to remain strong—they contested with one another for the day when they would either be set free to work on the ships, or they would escape—or, and there was this possibility—they would be set free for good work at Merbaal's loom house, and choose to stay.

Ishben left the loom house when the soldier entered, and he walked down the dusty yellow path over a hillock and down toward the docks.

Usually a man of Ishben's position would not have gone down to Carthage harbor to meet a returning ship. Ishben enjoyed these jaunts to the waterfront, where hundreds of ships, of all kinds and all nations, jostled for anchorage, and endless successions of slaves and mule teams worked at unloading cargo and carting it off. At the taverns, red wine and gay girls waited to welcome the sailors who manned the gallant little ships with the big eyes painted on their prows, that ventured far into the south and into the Sea of Darkness to bring home the rich cargoes of furs and metals, perfumes and slaves that were making Carthage market famous.

As Ishben watched the ships entering the harbor, and saw the ships being unloaded by the use of the long pole lifts and the winches and ropes he thought of his future in Carthage.

"I will be a great man, someday," he said to himself. "The loom house will prosper when I have acquired wisdom, and I will take my place in the council, and my name will be known in every city and village on the rim of the sea. I will have a good life . . ."

Ishben saw Merbaal talking to Captain Horam down by a ship of Egypt, so he walked down the rock beach and stretched out both hands to the captain in greeting.



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For quite some time the Kelvinator Management Club's educational committee has studied ways and means to expand and provide the kind of program the individual club member needed and enjoyed. Although we already have a weekly educational session sponsored and led by club members on company time as well as the management development programs held monthly, it was felt that something of a more specialized nature should be made available.

First, the committee sent out a questionnaire to all members to obtain information as to what the majority wanted in added educational subjects. It was found that the number one request was for some form of an effective public speaking course. A public speaking program was offered, the cost of which was assumed by the participating club member. Three-hour night classes were held, participation was very constant—in fact to such a degree that after 17 weeks, 38 out of the 40 enrolled members graduated with honors and received their diplomas.

Several of the graduated members of this first class have led sessions at the last YMCA Industrial Conference just completed, which was attended by more than 800 supervisors from the Western Michigan area.

Many have also decided to consider other subjects equally interesting and educational. Additional programs are being reviewed to provide added impetus to the education and progress of the Kelvinator Management Team.

A Toastmasters Club is being formed which we think will be very beneficial for Kelvinator supervisors.

A Junior Achievement company has been organized by the management club, being led by four club members. With the co-operation of management, the financial responsibilities of this project have been minimized. You, who are familiar with youth achievement work, realize that this undertaking necessitates the formation of a business by electing officers, selling stock in the company, the making of a product, selling the item produced, making a

profit and finally liquidating the business, all in a short period of thirty-three weeks. This project provides opportunity for the club to add its influence throughout the community since participants in the model company are students from among the more than one dozen high schools in the area.

In June of this year the club sponsored a dinner and counseling service along with a plant tour for 73 local graduating high school seniors. The mechanics of the affair completely handled by 16 club members included: first, invitations to the seniors' homes; second, after acceptance of the invitation, a letter to the school principal to excuse the pupil from school for the day; third arrangements and conducting of the pupils through the plant; fourth, several counseling groups after the

plant tour conducted by the several departments and divisions of our plant; fifth, an evening dinner for the seniors with the entire club in attendance; sixth, the awarding of our several scholarships, and, seventh, an appropriate speaker for the occasion.

In addition to the above, our top management at Kelvinator was so delighted with the two days and two nights open house and new model product display for employees and their families (over 5,000 attending)—which was wholly planned and conducted by supervisors through the management club last year—that they have asked club officers to have plans worked up for a similar affair this year as we bring out our 1957 Models.

Ed West, President
Kelvinator Management Club
Grand Rapids, Michigan

"I know what a hotel means when it advertises rooms '\$1 and up.'"

"What is it?"

"I got one for a dollar and I was up all night."

One day Luther Burbank was walking in his garden when he was accosted by an officious acquaintance who said:

"What are you working on now?"

"Trying to cross an eggplant with a milkweed."

"And what do you expect to get?"

Burbank resumed his walk. "Custard pie," he replied.

Personnel director: "No, I can't give you a job . . . I've had so many applicants I can't remember their names."

Applicant: "Can't you give me a job keeping track of them?"



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A Supervisor's Guide to Intelligent Labor Relations



ACT on FACT

by James Black

IT WAS A LATE INNING at a crucial ball game at the Polo Grounds. The crowd was tense. A pennant was riding on every pitch. John McGraw's Giants were trailing by one run. Then his lead-off man singled. The Giants were back in business.

The pitcher took a long wind-up and the runner on first danced to a long lead off the bag. Undisturbed, the pitcher completed his motion, and the ball blazed toward the plate. Almost instantly there was the sharp crack of the bat, and seconds later the right fielder tossed his glove helplessly in the air as the ball soared over his head and into the bleachers. A home run! The Giants were ahead.

There was a bit of a strut in the batter's walk as he touched home and accepted the handshakes of his teammates. But his smile froze on his face when he confronted an angry John McGraw.

"That home run will cost you exactly \$100," snarled baseball's "Little Napoleon." "You were told to bunt."

The player had disobeyed orders and that was one thing McGraw would not tolerate. He was manager and he proposed to manage. If anyone disagreed with his decisions, the time for argument was after the game. On the field McGraw demanded that his directions be carried out to the letter.

MANAGEMENT MUST MANAGE

In labor relations it is a basic principle that management has the right to manage; the union the right to grieve. This is a fundamental rule no good foreman ever forgets. It's true that management may fail to manage properly, but no employee is entitled to take matters into his own hands when he doesn't see eye to eye with his boss. If he does, it is

insubordination. When an employee questions orders and is unable to convince his superior that his directions are wrong, he should do what he is told. If the employee doesn't like it, or believes the orders are wrong or that they infringe upon his rights, he should take his troubles to the grievance procedure. That is what it is there for.

HASSLE ON A PIPELINE

A situation of this kind came up at a pipe line company not long ago and caused quite a hassle before it was finally settled in arbitration.

The company employed four gaugers who worked out of a certain southwestern town. Each was provided with a pick-up truck which he used traveling between his home and the oil fields. Since the company did not maintain a warehouse at its headquarters, it was the custom for the men to keep extra gaugers' supplies at their homes.

The company decided to move its base of operations closer to the oil fields. It advised the employees that a small town 19 miles away would be the new headquarters. They didn't like it; not a bit. Housing was short there and they raised the question of whether or not the company had the right to move without first negotiating with the union.

The gaugers rejected the company's offer to make a pick-up truck available to them to drive to and from work. In a nutshell, their rou-

tine of living had been disturbed and they were disgruntled. There didn't seem much the company could do to get them "grunted" again short of staying where it was.

THE SQUEEZE PLAY

Foreman John Harris (that's the name we'll give him) was the unhappy victim of this argument, for the gaugers decided to strike back at management and the method they chose was to refuse to keep extra supplies in their homes as they had done in the past. One of the men—let's say his name was Bill Walker—took the seals and equipment that he had been storing at his house to the new headquarters town and made arrangements on his own authority to have them kept there. Later he placed the supplies in his pick-up truck and at night left them there locked up.

Foreman Harris discovered this practice and asked Walker to see him. According to the latter's testimony, the supervisor told him to return the supplies to his home and bring them back the next day when he came to work.

"You are dealing with working conditions," Walker retorted, "so I'll take the matter up with the union and let you know."

Harris stuck to his guns.

"The supplies must be returned to your home," he insisted. Walker refused, remarking that he would take up the matter with his union

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and give an answer the following day.

To Harris' way of thinking this was insubordination, and he acted promptly. He suspended the employee from duty until further notice.

The company backed its supervisor. Two days later Walker received formal notice from the company that he had been suspended from his job for refusing to follow instructions.

A GRIEVANCE IS FILED

Walker stuck the notice in his pocket and went to see his union. A grievance was filed almost immediately. It said in part, "John Harris told William Walker to remove the extra gauging supplies from his pick-up to his home. Walker replied he did not know at the time whether he would or not. John Harris insisted on an answer. Walker refused, stating that the issue involved working conditions. Foreman Harris said, 'In that case I'll have to relieve you of your duties.' Walker has not yet received a confirmation in writing of this suspension, or any statement as to its duration as has been past custom. This is an unjust suspension under the contract. We request that Walker be reinstated and paid his regular rate for the time he has lost."

The company denied the grievance and the case went to an arbitrator. The questions were very simple. Had Walker been insubordinate? Did Foreman Harris issue a proper order?

THE CASE FOR THE UNION

The union claimed, "A man's home is his castle," that the foreman's order was improper; that Walker was well within his rights to refuse to obey it.

The argument ran like this, "Harris' suspension of Walker was unjust and without merit. There is no requirement that an employee keep supplies in his home. Employees did this as a convenience to the company, and when the company arbitrarily moved its headquarters, the employees no longer had an obligation to store supplies in their houses. A change in headquarters," concluded the union, "is a change in working conditions, and working conditions can only be changed through negotiations."

THE COMPANY POSITION

"Not so," countered the company. "Walker deliberately violated instructions which were perfectly proper, and about which there was no misunderstanding. In fact, he stated in advance that he planned to violate orders. This is insubordination. If Walker believed his instructions were improper, his recourse was the grievance procedure, not disobedience."

Much of the argument in the case centered around whether or not Walker had been told unequivocally that he must keep his supplies at home on some specific date prior to the time he moved them on his own

authority to the new headquarters town. Walker denied he had been so instructed, and so did other union witnesses. But their denials were hesitant. The arbitrator concluded, therefore, that Walker's action was a reprisal against the company for its decision to move to another location, that he defiantly took an action which he fully understood was against the policy and intent of the company.

WALKER'S BIG MISTAKE

Said the arbitrator, "Even if this evidence is disregarded, even if the testimony of Foreman Harris is discounted, Walker still stands convicted on his own testimony, and the Union's written grievance concerning the incident."

Then the arbitrator quoted from the complaint, which said, "Mr. Harris told Mr. Walker to move the extra supplies from his pick-up truck to his home. Mr. Walker said he did not know at the time whether he would do so or not. Mr. Harris then told Mr. Walker he would have to have an immediate answer. Mr. Walker repeated that this was not possible at the time."

There was the story in black and white. There was documentary evidence of the correctness of the foreman's story. It is seldom that a union prepares a grievance in such a way that it can be used as an exhibit in the company's case, but this time it happened.

The arbitrator said, "Judging from

the evidence, the company is right. Walker was told to keep the supplies at home. He understood the instructions. He chose to disobey them. This was insubordination, and subject to discipline.

"I cannot take Mr. Walker's argument that the company acted unilaterally in determining that its headquarters should be moved to another location as justification for his action. That decision falls clearly within the scope of management's right to manage and direct its workforce. Even if Supervisor Harris was misconstruing his authority under the contract to direct Walker to store supplies at his home, the determination of the latter to store his supplies elsewhere or in a pick-up truck was improper. He should have filed a grievance, not behaved in a manner calculated to 'get even.'

"This is a clearcut case of refusal to follow proper instructions and the discipline the company inflicted was justified. The company's position is sustained."

THE FOREMAN PLAYED IT STRAIGHT

Foreman Harris ran into trouble, but he met it head-on. There can be no compromise with insubordination. Of course, a supervisor faced with such a situation must be certain he is acting within the framework of company policy, that his orders are reasonable and fair. If the employee refuses to obey them, he should be warned of the consequences and ad-

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vised to submit his complaint to the grievance procedure for proper settlement. If the employee still refuses to do as directed, the supervisor has no course but to discipline him. Of course, he should make certain that his actions are backed by the record.

NO COMPROMISE WITH DISCIPLINE

Once a foreman permits an employee to run all over him he has abdicated his right to manage. Discipline vanishes and morale sags. Leadership has passed by default.

A supervisor at a steel plant once warned a tough union steward whom he caught using an emery wheel without goggles to put his glasses on. Sulkily the steward obeyed.

The supervisor left the floor, but he had forgotten something and returned almost immediately. As he opened the door, the first thing he

saw was the union steward operating the emery wheel. The goggles were on the table.

Without hesitation the supervisor walked over to the man and repeated his warning, this time with the statement that if the employee persisted he would be subject to immediate discipline. The steward put the goggles on and kept them on.

"That was a tough cookie you were dealing with," a gang leader who had observed the incident remarked afterward. "He could have caused trouble. When you came in the second time, he didn't see you. You had warned him about the goggles so you were in the clear. Why didn't you just leave instead of risking possible labor trouble by disciplining a trouble-making shop steward? Nobody would ever have known."

"I would have known," replied the supervisor.

(This case is based on an actual one described in the May, 1956, issue of the LABOR RELATIONS REPORTER. Names have been changed to protect actual identities.)

"Tommy, what in the world has happened to you? Your shirt is full of holes."

"We were playing grocery store and I was the Swiss cheese."

"Better consider my course in efficiency. I can show you how to earn more money than you are getting."

"I'm doing that now."

The old lady who returned the parrot to the pet store was mad.

"He swears," she said.

"That's all right, lady," the dealer replied, "You should be glad he doesn't drink or gamble."

BUSINESS NOTEBOOK



by WILLIAM M. FREEMAN

WHEN A BIG COMPANY operates a public relations, advertising and promotion department, it expects results in terms of a higher regard for the company, reflected in bigger sales, higher grosses and improved profits. Sometimes, when the desired objective doesn't come about, the company shakes up the department, engages new workers, shifts its advertising account to another agency and starts in on a new promotional theme.

Here is a suggestion for the boss that might save him a lot of time, trouble and expense:

Disguise your voice, go to a coin phone and call up your company. When the switchboard blonde says "Smith Manufacturing, good morning," you say, "I'd like to talk to Mr. Smith, please."

Chances are, not recognizing your voice, she'll say, "I'll connect you with his secretary."

And that young woman, also not recognizing your voice, will ask, "Who is this calling, please?"

"Mr. Jones," you reply, and she, like as not, will say, "What did you wish to speak to Mr. Smith about?"

Try replying, "Well, I wanted to talk to him about some business."

This doesn't tell her very much, but it gives you an opportunity to learn how callers are handled.

She might say, "What company are you with?"

She means well, of course. By this device she wants to find whether talking with the boss will do *him* some good or help the caller. If you don't tell her she'll decline to put you through, and if you do tell her she'll say, with a hint of malicious triumph in her voice, "Well, he isn't in. May I take a message?"

This bit of fiction happens to have—

A LOT OF TRUTH

—behind it. It happens every day in the week. Advertising and other forms of promotion are supposed to produce inquiries. Prospective clients call up to ask for more information, as suggested. And quite often a secretary, zealously guarding her employer from interruption while he

plots new methods of getting prospects to call, stops the advertising from being effective.

A public relations man was remarking the other day that he had called a well-known research organization with a view to engaging its services. He was stopped by a series of questions. One of them was the obnoxious "Who are you with?" It caused him to change his mind about dealing with the research concern. It occurred to him, he commented in telling of the incident, that the organization, which serves advertising and public relations men almost exclusively, could use some public relations itself.

"But," he asked, rather sadly, "how is it possible to get to them?"

WHO READS THE ADS?

Do workers in industry other than top executives read advertising addressed to them? *Tide magazine*, which serves top management in advertising, has hit upon a novel way of finding out. It has been questioning people in industry to ascertain what good they get from advertising. In its first report on what engineers get from reading ads, some 26 specific benefits were listed. Engineers were able to cut costs, improve product quality and simplify manufacturing processes—just by reading ads. The specific gains listed all had a direct bearing on improving profits. In later studies *Tide* will report on the views of

production managers, purchasing men, financial executives and other leaders in industrial management.

HAVE A PIZZA

The pizza is a thin pie made of dough, tomato paste, muzzala cheese, spices and various oddments. It has become so popular in this country that there is a story that even in Italy, where the pizza originated, a good pizza chef has greater prestige than a Metropolitan Opera tenor.

Much of the big push behind the pizza comes from a concern called Food Specialties, Inc., in Worcester, Mass. This organization, now just a little more than five years old, started when a roadside pizza chef worked out a home mix recipe. It has grown so rapidly with its Appian Way line that Worcester's Mayor James O'Brien in February proclaimed Appian Way Pizza Week to honor the company for the good it has done its home town. The company has sold some 25,000,000 packages and is busy adding two new plants, in California and in the mid-west, and new products.

Robert D. Price, a Worcester lawyer, started it. He noted that the chef's mix was being sold in four Italian stores in Worcester and one with a Swedish clientele. (The chef could make only enough for those five outlets). That Swedish store's sales meant to Mr. Price that a non-Italian palate would go for the pizza

and he acquired rights to the mix. With a few hundred dollars worth of second-hand machinery, an inspiration—the Appian Way brand name, a novel packaging concept and some first-class promotional thinking, he was in business.

Mr. Price is a little dazed by it all.

"There are at least 200 varieties of pizza in this country, more than in Italy," he confided with a touch of wonder in his voice. "You find New Englanders putting minced clams in the topping and Texans drowning theirs in superheated chili."

RESTRAINT

You may be seeing a rather novel 27-minute travel film one of these days. It is called "Caribbean Carousel" and it shows sunny scenes in various islands of the Caribbean, with native music, singing, drums and calypso.

What makes it worth commenting on here is that its producer is KLM Royal Dutch Airlines, which is barely mentioned in it. There is a calypso ditty about the line, to be sure, but there are no shots of passengers boarding an airplane for what the advertising men call "a carefree holiday."

The purpose of the film, of course, is to promote KLM, and its astute executives, among them G. C. Steensma, former KLM and wartime fighter pilot, who manages the line's Caribbean division, recognized that any carrier could show the familiar shot of passengers climbing on board.

KLM chose to show the places to which the line flies vacationers and not to offer adjectives with picture accompaniment. Two Dutch photographers, Gerald J. Raucamp and Ted DeWitt, made the gem for Carillon Films of Voorburg, the Netherlands. Our own shouting hard-sell pitchmen could learn a lesson from their product.

SELF SERVICE

The vending machine is taking over more and more. It has just made an appearance at the race-track on an experimental basis, selling mutual tickets. You go to the proper machine (\$2, \$5 or more), press buttons to indicate the horse on which you desire to lose money, and you have a ticket, just as if a cashier had sold it. It is all very simple, even the careful safeguards to avoid faking, and it is as painless a way of parting with the dough as could be invented. What will they think of next?

BOOKS AND BOOKCASES

Joseph M. Russakoff, who operates Vanguard Advertising, an agency in New York, apparently has been trying to buy some bookcases, and without much success. He has found few offered in furniture stores, and those in odd corners and at high prices. So he offers this suggestion:

Let the bookstores, which have quite an interest in selling cases and shelving, sell them at cost in order

to induce store traffic and spur book-buying.

Well, why not? The principle of related selling makes good sense in every other line. Books and book-cases make a very natural pair. Mr. Russakoff's idea can be turned a-

round, too. If books were to be displayed in model rooms in stores chances are some would be sold along with the furniture and the draperies. The few books shown are usually dummies in fancy bindings.



"Are you anyone important?"

How **WOULD YOU** **HAVE SOLVED THIS?**



by Lloyd P. Brenberger

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than MAY 10, 1957. Address your solutions of no more than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

PROBLEM No. 14

WRONG REPRIMAND

Under certain conditions, mistakes are often most difficult to correct. Rocco, foreman of the melting department in a local foundry, recently faced a "difficult" position. Twice within the last year he had given a written reprimand to his top melting man for failing to carry out his assigned duties.

One day some time later, Rocco, in referring to the job description file, pulled the melter's description out. Much to his surprise he found that the duty for which he had reprimanded the melter was not included in the description. Rocco felt that there were two courses of action. One, modify the description by including this duty, or two, admit the error and withdraw the reprimands. Which would you choose?

(Remember the deadline: May 10, 1957)

THIS WAS SUPERVISORY PROBLEM No 11

The general policy of the Dayrd company is *not* to employ married couples. However, the policy does not cover the woman continuing to work for the company after marriage to a man who is an employee of the company. About six months ago Dick, the supervisor of department A, had this policy brought to his attention by a series of events. George, a man Dick had been training for the post of second shift supervisor, started reporting for work late, he was absent, and Dick thought he had noticed a marked change in George's attitude. This all started a month after George's marriage to one of the girls in tabulating. Dick decided to see what was happening, so he called George in for an informal discussion. George explained that his wife wasn't well and that his lateness and absence were due to his wife's health. The conversation also uncovered the fact that job conditions were a favorite topic of discussion at George's home and Dick was sure that the wife was not satisfied with her job. A few discreet inquiries confirmed this. Both George and the girl were counseled on this but their habits grew worse. Both were also valuable employees and their respective supervisors did not want to discharge them. What would you do?

MARRIAGE COUNSELOR?

*By Paul T. Corvair,
Public Relations, TWA,
New York, N. Y.*

... George must be made to realize that he is getting paid for the job he was hired to do—not for the time it takes to solve a domestic problem.

Why Dick waited six months to investigate this matter is difficult to understand. No matter how much value is placed in certain workers, a supervisor should not have to tolerate the additional

THE WINNERS

Here are the best solutions to the supervisory problem No. 11. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

strain placed on other employees due to absenteeism and tardiness within the department.

If George's wife is unhappy with her present job condition, consideration might be given, if possible, to have her transferred to a department or position more to her liking. Her frequent illness is something else. If ill health is continual, she should be placed on a leave of absence until it's corrected with medical aid.

Obviously this situation can not continue—everyone concerned will lose out. Assuming that George is a responsible individual—he must be made "to see the light."

If all else fails, Dick might try to discreetly suggest that they consult a marriage counselor. Sometimes professional help proves to be the answer to their many "unaccountable" difficulties.

SEPARATE TALKS

*By Meade C. Yarrington,
Hamburg, N. Y.*

When two people related to each other work for the same company there obviously can be problems if the performance of either or both suffers and has some bad effect on the performance of the other. However, the only safe approach for supervision is to take appropriate action in each case separately as though the employees did not both work for the same company.

Dick, the supervisor of Department A, has only George to deal with. He should

do so without attempting to supervise George's wife. On the other hand, her supervisor has exactly the same problem.

Counseling both is the first step and it has been taken. The next move is firmer but still constructive. Dick should sit down privately with George and tell him, in plain English, that only his, George's, problems are of direct concern to him, Dick. Where George's wife works is immaterial. If her influence or condition prevents George from doing his job, only he is to correct his situation at work. If he fails to do so, the various disciplinary steps must be taken at the proper time; but nobody wants to take them if they can be avoided.

George should also be advised that his inability to handle his home situation without creating problems for his supervisor and the company definitely stands in the way of his personal progress. His wife's influence and his home life should not interfere with his work.

At this point Dick should express his willingness to help and advise but he should make it very clear that the company has a right to expect certain standards of performance regardless of outside influences.

As for George's wife, her supervisor should make one final effort to straighten out her problems. If she is unresponsive, he should recommend to her strongly that she either live in peace with her job according to rules, resign, or anticipate being discharged . . .

WIFE ON SICK LEAVE?

By Van L. Stoffer, National Tub Div., U. S. Steel Co., Lorain, O.

I feel that this problem stems from the fact that George and his wife are a newly married couple with the husband working second shift and the wife working first shift—thereby leaving little time to spend with each other. Since George

is being trained for a supervisory position, his potentialities are much greater than those of his wife.

Even though both George and his wife were valuable employees it is obvious that under present circumstances neither is working to his maximum efficiency. Since I as George's supervisor had already counseled him on absenteeism and tardiness (with no apparent effect), I would then talk to the wife's supervisor, giving him the details and suggesting that he consider George's wife having a leave of absence . . .

After speaking to the wife's supervisor, I would call George in for a conference. Since George had already been spoken to regarding his absenteeism and lateness, now is the time for a firm discussion. I would explain how he had been considered up to that time to be capable of assuming supervisory responsibilities and that with his marriage it was now more important than ever that he think in terms of his job and future, also explaining that his recent absenteeism and lateness have jeopardized his chances for advancement.

I would point out that it is unfortunate that they both cannot work the same shift, but that these conditions were present when they were married. I would suggest that George talk over the situation with his wife and suggest to her that she speak to her supervisor regarding a leave of absence.

Since the wife is unhappy with her present position, a sick leave would give her a chance to look for a more suitable position, if she so desires, and a chance to become adjusted to keeping house.

Due to the fact that most married women eventually leave their jobs to take on the responsibilities of a family, it would be better to sacrifice her position temporarily than to sacrifice the time and money involved in training a new second shift supervisor.

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